

U.S. ARMY SERGEANTS MAJOR ACADEMY (ANCOC)

W430

OCT 03

JOINT OPERATIONS

TRAINING SUPPORT PACKAGE



TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	W430 / JOINT OPERATIONS
Effective Date	01 Oct 2003
Supersedes TSP(s) / Lesson(s)	W405, Joint Operations, Jun 01
TSP Users	600-ANCOC Advanced Noncommissioned Officer Course
Proponent	The proponent for this document is the Sergeants Major Academy.
Improvement Comments	<p>Users are invited to send comments and suggested improvements on DA Form 2028, <i>Recommended Changes to Publications and Blank Forms</i>. Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to:</p> <p>COMDT USASMA ATTN ATSS D BLDG 11291 BIGGS FIELD FORT BLISS TX 79918-8002</p> <p>Telephone (Comm) (915) 568-8875 Telephone (DSN) 978-8875 email atss-dcd@bliss.army.mil</p>
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the instructor with a standardized lesson plan for presenting instruction for:

Task Number

Task Title

Individual

158-250-1000

Identify the Joint Force Structure, Capabilities, and Operations.

This TSP
Contains

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**JOINT OPERATIONS
W430 / Version 1
01 Oct 2003**

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson	<u>Course Number</u> 600-ANCOC	<u>Version</u> 1	<u>Course Title</u> Advanced Noncommissioned Officer Course
Task(s) Taught(*) or Supported	<u>Task Number</u> <u>Individual</u> 158-250-1000 (*)	<u>Task Title</u> Identify the Joint Force Structures, Capabilities, and Operations.	
Reinforced Task(s)	<u>Task Number</u>	<u>Task Title</u>	
Academic Hours	The academic hours required to teach this lesson are as follows:		
	<u>Resident Hours/Methods</u> 50 mins/ Conference / Discussion		
	Test	0 hrs	
	Test Review	0 hrs	
	Total Hours:	1 hr	
Test Lesson Number	<u>Hours</u>	<u>Lesson No.</u>	
	Testing (to include test review)	N/A	
Prerequisite Lesson(s)	<u>Lesson Number</u> None	<u>Lesson Title</u>	
Clearance Access	Security Level: Unclassified Requirements: There are no clearance or access requirements for the lesson.		
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.		

References

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
DOD 5100.1	Department of Defense Directive	01 Aug 2002	
JFSC PUBLICATION 1	The Joint Staff Officer's Guide 2000	2000	
JP 0-2	Unified Action Armed Forces (UNAAF)	10 Jul 2001	
JP 1-02	DOD Dictionary of Military and Associated Terms	06 Apr 1999	

Student Study Assignments

Before class--

- Read Student Handouts 1.
- Skim Handouts 2, 3, and 4.

During Class--

- Participate in classroom discussion.

After Class--

- Turn in recoverable references.

Instructor Requirements

1:16, SFC, ANCOC graduate, ITC and SGITC qualified.

Additional Support Personnel Requirements

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
None			

Equipment Required for Instruction

<u>ID Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
441-06 LCD Projection System	1:16	1:1	No	1	No
559359 SCREEN PROJECTION	1:16	1:1	No	1	No
5820-00-T81-6161 VCR	1:16	1:1	No	1	No
673000T101700 PROJECTOR, OVERHEAD, 3M	1:16	1:1	No	1	No
702101T134520 DELL CPU, MONITOR, MOUSE, KEYBOARD	1:16	1:1	No	1	No
703500T102257 DESKTOP/EPSON PRINTER	1:16	1:1	No	1	No
7110-00-T81-1805 DRY ERASE BOARD	1:16	1:1	No	1	No
7510-01-424-4867 EASEL, (STAND ALONE) WITH PAPER	1:16	1:1	No	1	No
SNV1240262544393 36 - INCH COLOR MONITOR W/REMOTE CONTROL AND LUXOR STAND	1:16	1:1	No	1	No
SOFTWARE-1 MS-DOS, LATEST GOVERNMENT APPROVED	1:16	1:1	No	1	No

VERSION
 SOFTWARE-2 1:16 1:1 No 1 No
 WINDOWS XP, LATEST GOVERNMENT
 APPROVED VERSION

* Before Id indicates a TADSS

**Materials
Required**

Instructor Materials:

- TSP.
- Any equipment required by the NCOA's SOP.

Student Materials:

- Student Handouts 1 thru 4.
- Pen or pencil and writing paper.
- Any materials required by the NCOA's SOP.

**Classroom,
Training Area,
and Range
Requirements**

GEN INSTRUCTION BLDG (CLASSROOM SIZE 40X40 PER 16 STUDENT)

**Ammunition
Requirements**

<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
None					

**Instructional
Guidance**

NOTE: Before presenting this lesson, instructors must thoroughly prepare by studying this lesson and identified reference material.

Before class—

- Read and study all TSP material and be ready to conduct the class.
- This TSP has questions throughout to check on learning or generate discussion among the group members. You may add any questions you deem necessary to bring a point across to the group.
- You must know the information in this TSP well enough to teach from it.
- This TSP presents references to allow you to inform your students where they would look in the reference to follow your instruction.
- Instructor: Read all TSP material.

During class—

- Conduct the class IAW this TSP.

After class—

- Report any lesson discrepancies to the Senior Instructor.
- Conduct an after action review for the lesson.

**Proponent
Lesson Plan
Approvals**

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
Salcido, Benjamin	GS-09	Training Specialist	
Eichman, Guy A.	MSG	Course Chief	
Lawson, Brian H.	SGM	Chief, NCOES	
Mays, Albert J.	SGM	Chief, CDD	

SECTION II. INTRODUCTION

Method of Instruction: <u>Conference / Discussion</u>
Technique of Delivery: <u>Small Group Instruction</u>
Instructor to Student Ratio is: <u>1:16</u>
Time of Instruction: <u>5 mins</u>
Media: <u>VGT-1</u>

Motivator

"Normandy...Inchon...DESERT STORM."


Each of these operations succeeded because planners worked out the details of deploying and employing massive amounts of people and equipment to accomplish military objectives. Because war will happen, we plan. However, plans don't just happen.

Plans are the product of dedicated warfighters--like you--with highly specialized skills and a language of their own. Each participant, from the President to the planner of the lowest rank, has an important role to play in the planning process.


This lesson takes a look at the organizations that formulate our national security policy, objectives, and strategies. With strategy ranging from national level political objectives to service specific implementations of military doctrine, there's a huge array of people involved in the process. By understanding the organizations and the formalized systems that regulate their interaction, you'll better understand your role as a planner in supporting national security.

This lesson also looks at the joint force organization and the authorities and responsibilities of the commanders within the structure.

SHOW VGT-1, TERMINAL LEARNING OBJECTIVE



TERMINAL LEARNING OBJECTIVE



Identify the organizational structure used to maintain a force capable of joint operations.

W430/OCT 03/VGT-1
Advanced Noncommissioned Officer Course

NOTE: Have one of the students read the TLO.

Terminal Learning Objective

NOTE: Inform the students of the following Terminal Learning Objective requirements.
At the completion of this lesson, you [the student] will:

Action:	Identify the organizational structure used to maintain a force capable of joint operations.
Conditions:	As a sergeant first class in a classroom environment given JP 0-2, JP 1-02, DOD 5100.1, and JFSC 2000.
Standards:	Identified the organizational structure used to maintain a force capable of joint operations by: <ul style="list-style-type: none"> Identifying the organization and operation of the United States security structure. Describing joint force functions and organization. IAW JP 0-2, JP 1-02, DOD 5100.1, and JFSC 2000.

Safety Requirements

None

Risk Assessment Level

Low

Environmental Considerations

NOTE: It is the responsibility of all soldiers and DA civilians to protect the environment from damage.

None

Evaluation

None

**Instructional
Lead-In**

Today's threat is more uncertain and tends to focus outside our Nation's boundaries as ambitious and aggressive political leaders seek to expand their influence by the possible use of force. Often, this is at the cost of their neighbors and the stability of the region. The primary purpose of the Armed Forces of the United States is the deterrence of war. Should this fail, then the use of combined forces can achieve decisive victory anywhere and under any conditions. This overview will help you understand how the National Security Council operates. It will also give you an insight as to how the Department of the Army functions.

SECTION III. PRESENTATION

NOTE: Inform the students of the Enabling Learning Objective requirements.

A. ENABLING LEARNING OBJECTIVE

ACTION:	Identify the organization and operation of the United States security structure.
CONDITIONS:	As a sergeant first class in a classroom environment given JP 0-2 (SH-3), DOD 5100.1 (SH-4), and JFSC 2000 (SH-2).
STANDARDS:	Identified the organization and operation of the United States security by: <ul style="list-style-type: none">• Comprehending how the organizations for national security work together to formulate strategies and plans for achieving national security objectives.• Describing the roles of the President, Secretary of Defense, and the National Security Council in developing national security strategy.• Describing how the military chain of command structure supports national security objectives. IAW JP 0-2 (SH-3), DOD 5100.1 (SH-4), and JFSC 2000 (SH-2).

1. Learning Step / Activity 1. Identify the organization and operation of the United States security structure.

Method of Instruction: Conference/Discussion
Technique of Delivery: Small Group Instruction
Instructor to Student Ratio: 1:16
Time of Instruction: 20 mins
Media: VGT-2 thru VGT-10

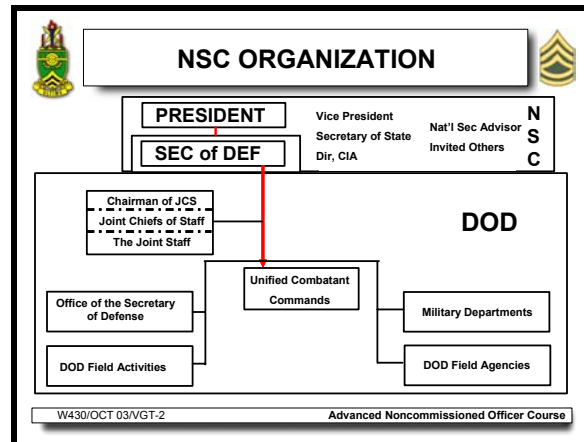
Today we will look at the organizations that formulate our national security policy, objectives, and strategies. With strategy ranging from national level political objectives to service specific implementations of military doctrine, there is a huge array of people involved in the process.

By understanding the organizations and the formalized systems that regulate their interaction, you will better understand your role as a planner in supporting national security.

Many people and organizations involve themselves in developing and implementing national security strategy. Most important among these are the President, the Secretary of Defense, the National Security Council, and the Department of Defense (DoD). The President and Secretary of Defense work with

other members of the NSC to formulate the national security strategy. The DOD formulates a national military strategy to support this national security strategy, and, ultimately, the plans for executing those strategies.

SHOW VGT-2, NSC ORGANIZATION

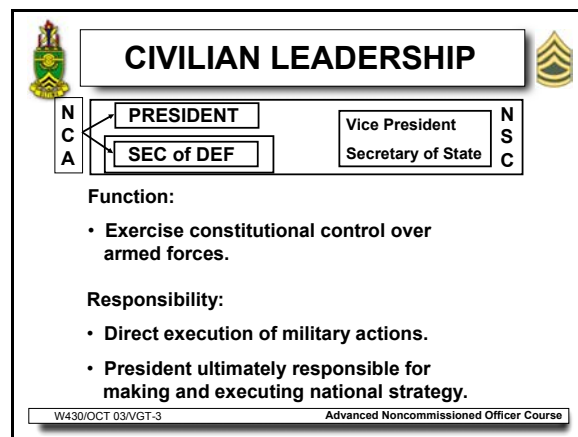


Ref: JFSC Pub 1, p 2-2, Fig 1-1 (SH-2)

Note that there is no one between the President and the Secretary of Defense, and the unified combatant commanders. This line represents the operational branch of the chain of command. As you can see on this slide, the membership of the various organizations overlaps. This indicates that some key players exercise several roles in the planning process. We will look at the composition, functions, and responsibilities of these organizations to help you better understand these roles.

REMOVE VGT-2

SHOW VGT-3, CIVILIAN LEADERSHIP



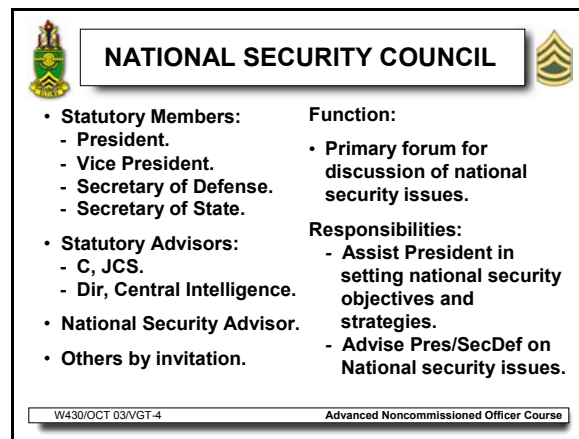
Ref: JP 0-2, p, p vii (SH-3), and JFSC Pub 1 (SH-2-8)

The President and the Secretary of Defense, as the national command authorities, are the civilian leadership of the Nation's military. The President is the Commander-in-Chief and together with the Secretary of Defense exercises constitutional authority over U.S. Armed Forces by directing the execution of military actions. In addition, the President, advised by the National Security Council, is responsible for the national strategic unity of effort. In the BNCOOC lesson, you learned that the President signs the national security strategy. The President and the Secretary of Defense are also part of the National Security Council (NSC) because national security strategy involves more than just commanding the military.

REMOVE VGT-3

SHOW VGT-4, NATIONAL SECURITY COUNCIL

The complete slide show is set up to show each bullet one at a time. The instructor can change it at his/her discretion.



Ref: JFSC Pub 1, p SH-2-3, para 102b (SH-2)

The National Security Act of 1947 established the statutory members of the National Security Council. They are the President, the Vice President, the Secretary of Defense, and the Secretary of State. The statutory advisors are the Chairman of the Joint Chiefs of Staff and the Director of Central Intelligence. In addition, the President's National Security Advisor, and others by invitation, attends NSC meetings. The NSC is the primary forum for discussions regarding national security

issues. The military is but one of the instruments of power available to achieve national security objectives. Others invited could include the Budget Director or the Commerce Secretary. The primary responsibilities of the NSC involve assisting the President in establishing national security objectives and strategies and in advising our civilian leaders on national security issues. While the President signs the national security strategy, other members of the NSC, and their staffs, do most of the work in drafting it.

REMOVE VGT-4

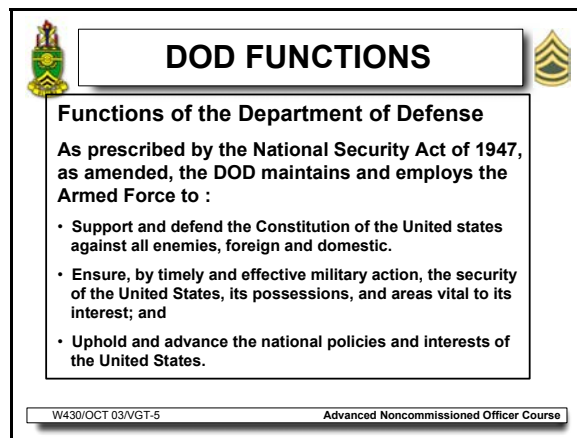
QUESTION: What are the DOD's functions?

ANSWER: See VGT-4

Ref: JFSC Pub 1, p SH-2-5, Fig 1-2 (SH-2)

SHOW VGT-5, DEPARTMENT OF DEFENSE

NOTE: The instructor can read the functions on the slide if he/she desires. The instructor can also just show the slide and let the students read the functions.

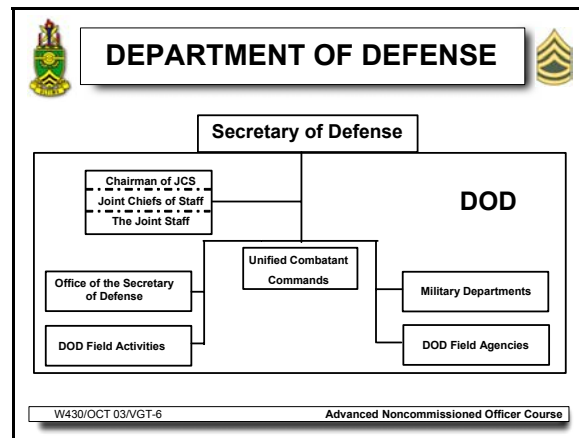


Ref: JFSC Pub 1, p SH-2-5, Fig 1-2 (SH-2)

While the National command authorities and the NSC work together to develop the national security strategy, the DOD has certain functions and is responsible for developing and executing national military strategy. DOD Directive 5100.1 also outlines the three broad functions of the DOD.

REMOVE VGT-5

SHOW VGT-6, DEPARTMENT OF DEFENSE

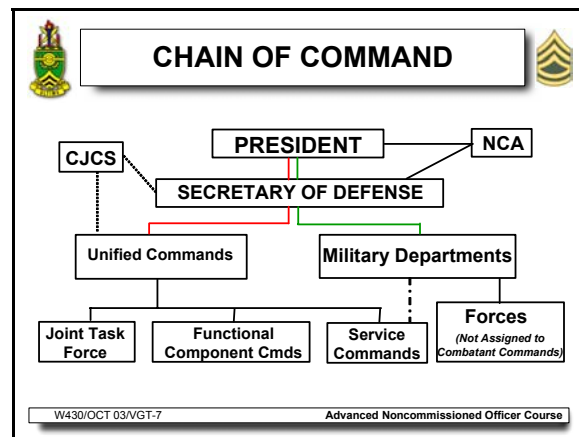


Ref: JFSC Pub 1, p SH-2- 6, Fig 1-3 (SH-2)

As you can see depicted on this slide, the DOD is a large organization. This slide shows only a top-level wiring diagram. You can find more information about the office of the Secretary of Defense and the DOD agencies in the reference listed above.

REMOVE VGT-6

SHOW VGT-7, CHAIN OF COMMAND



Ref: JP 0-2, p ix (SH-3)

It is very important in any organization to have clear lines of authority. JP 0-2 specifies that there is a single chain of command with two distinct branches. The Red arrow shows the chain of command from the President, through the Secretary of Defense, to the combatant commanders.

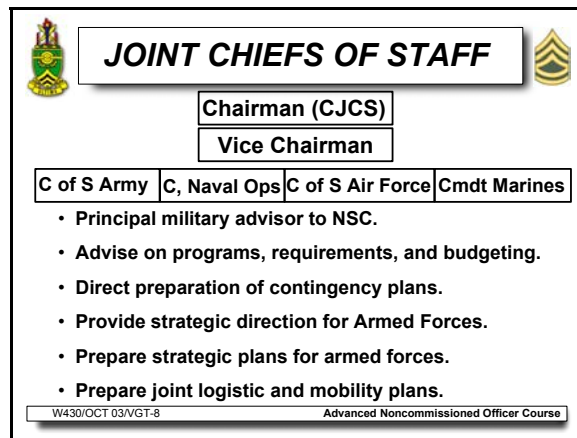
The first branch, referred to as the operational branch, runs from the President, to the Secretary of Defense, to the commanders in chief of the combatant commands. The Chairman of the JCS relays the operational orders. Furthermore, when time permits, all communications from the combatant commanders to the civilian leadership pass through the Chairman. Remember though, the Chairman of the Joint Chiefs of Staff has no command authority as such.

The green arrow runs from the President, through the Secretary of Defense, to the military departments. Parallel to the operational branch is the administrative branch. It proceeds from the Secretary of Defense through the secretaries of the military departments and then to the service chiefs. Authority and control of forces not assigned to the combatant commands proceed through the administrative chain of command.

As you can see, the Secretary of Defense is in the chain of command. The Secretary of Defense is the principal assistant to the President for national security matters. As head of the DOD, the Secretary of Defense exercises direction, authority, and control over that vast organization. Due to its size, the direction provided tends to be at the strategic level. The authority and control provided stem from the Secretary of Defense's constitutional authority.

REMOVE VGT-7

SHOW VGT-8, JOINT CHIEFS OF STAFF



Ref: DOD 5100.1, p 4 and 5 (SH-4)

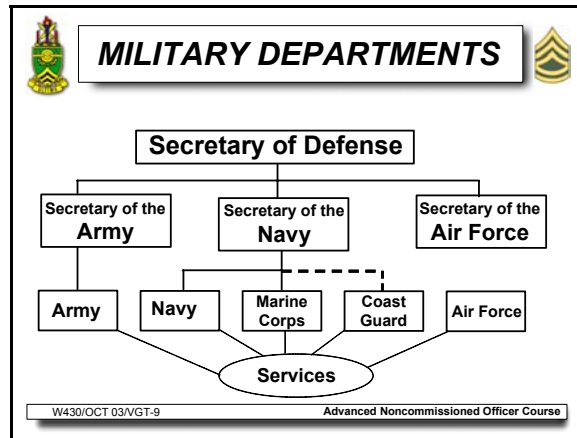
The Joint Chiefs of Staff consists of the chairman, the vice-chairman, and the chiefs from the four military services. The chairman is the ranking officer of the Armed Forces. While the chairman sets the agenda and presides over meetings of the Joint Chiefs of Staff, he has no command authority over the joint chiefs or any of the Armed Forces. However, as the senior member of the uniformed services, the chairman has a great deal of influence. DOD Directive 5100.1 outlines the responsibilities of the Joint Chiefs of Staff. All of the chiefs serve as advisors to members of the NSC, but the chairman is their "principal" military advisor. Here are some of the chairman's major responsibilities: advises on programs, requirements, and budgeting; directs preparation of contingency plans; provides strategic direction for the Armed Forces; prepare strategic plans for the armed forces: and prepare joint logistic and mobility plans. One of the key words in this list of responsibilities is strategic. The word implies that the Chairman of the Joint Chiefs of Staff (CJCS) deals with national level military strategy and its linkage to national security strategy. Note that one of the primary functions of the CJCS is to direct the preparation of contingency plans.

NOTE: To ensure the students understand the importance of the functions, have one of the students read them.

REMOVE VGT-8

SHOW VGT-9, MILITARY DEPARTMENTS

NOTE: The VGT shows the Secretary of Defense at the top, military departments underneath (Army, Navy, Air Force). Under military departments are the services: Army is under the Department of Army; Air force is under the Department of the Air Force; Navy, Marines, Coast Guard (in time of war) are under Department of the Navy.



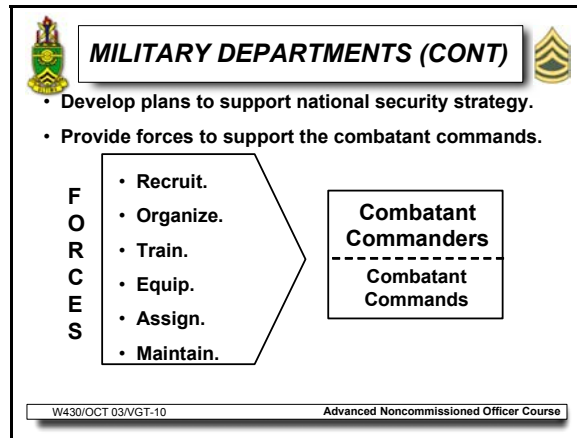
Ref: JFSC Pub 1, p SH-2-6, Fig 1-3 (SH-2)

The Department of Defense consists of three military departments: the Army, the Navy, and the Air Force. Civilian secretaries head each of the departments. The departments field five military services: the Army, Navy, Marine Corps, Coast Guard, and Air Force. The Coast Guard comes under the Department of the Navy only in time of war. During peacetime, it's part of the Department of Homeland Security.

It is important to distinguish between a military department and a military service. Consider the Department of the Army, it includes the Army as a service, but it also includes numerous civilians who are not service members. The military services appoint, enlist, and in certain circumstances, induct service members into the service. The military services then are subsets of the military departments. Think of the services as the uniformed portion of the departments.

REMOVE VGT-9

SHOW VGT-10, MILITARY DEPARTMENTS (CONT)



Ref: DOD 5100.1, p 12 (SH-4)

In general, the military departments support the national security planning process. DOD Directive 5100.1 lists the general and specific functions of the military departments, but they all relate to the primary function of providing forces to support the missions of the combatant commands. The military departments are support organizations that provide functions like recruiting, organizing, training, equipping, assigning, and supplying. They are not in the operational chain of command. The combatant commands engage in warfighting which we will discuss in the next ELO.

B.

ENABLING LEARNING OBJECTIVE

ACTION:	Describe task force function and organization.
CONDITIONS:	As a sergeant first class in a classroom environment given JP 0-2 (SH-3), DOD 5100.1 (SH-4), and JFSC 2000 (SH-2).
STANDARDS:	<p>Described task force functions and organization by:</p> <ul style="list-style-type: none"> • Describing the three types of joint force commands and how they function. • Describing command authority. • Describing joint force supporting relationships. • Describing multinational organizations. <p>IAW JP 0-2 (SH-3), DOD 5100.1 (SH-4), and JFSC 2000 (SH-2).</p>

1. Learning Step / Activity 1. Describe task force function and organization.

Method of Instruction: Conference/Discussion

Technique of Delivery: Small Group Instruction (SGI)

Instructor to Student Ratio: 1:16

Time of Instruction: 20 mins

Media: VGT-11 thru VGT-21

We briefly discussed the chain of command and how it functions at the NSC level. We will now concentrate on the joint forces and their organizational scheme.

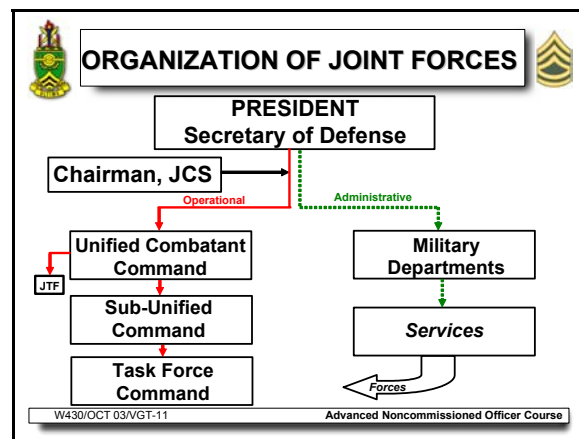
The operational branch runs from the President, through the Secretary of Defense, directly to the commanders of the unified combatant commands--the combatant commanders for missions and forces assigned to their commands. The administrative branch, used for other than operational direction of forces, runs from the President, through the Secretary of Defense, directly to the secretaries of the military departments.

NOTE: The red line illustrates the operational chain of command. The green line illustrates the administrative chain.

QUESTION: Who are the members of the operational chain of command in the organization of joint forces?

ANSWER: See VGT-11

SHOW VGT-11, ORGANIZATION OF JOINT FORCES



Ref: JP 0-2, p ix (SH-3)

In the operational branch, the combatant commanders of the unified commands are the vital link between those who determine national security policy

and strategy and the military forces that conduct the operations to achieve national strategic objectives.

In the administrative branch, the service commanders are responsible for ensuring that they train their forces and equip them to carry out the missions directed by the operational branch by the combatant commanders and their subordinate joint force commanders.

REMOVE VGT-11

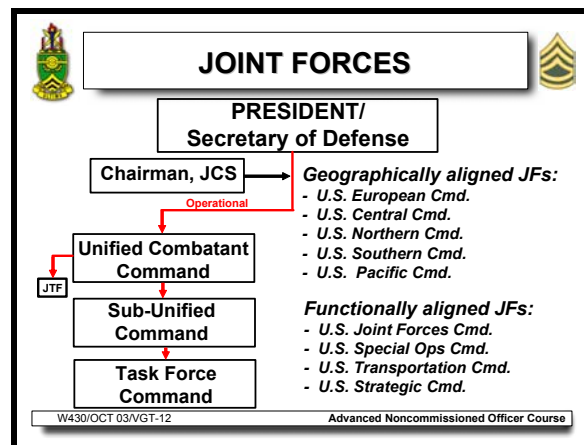
We will begin by explaining what joint forces (JF) are and who designates them. Then we'll take a look at the three types of joint force commands and how they function. We'll look at the role of service components and functional components within joint force commands.

QUESTION: Who are the geographically aligned JFs?

ANSWER: See VGT-12.

SHOW VGT-12, JOINT FORCES

NOTE: Allow the students time to answer the question, then show the answer. This VGT first shows the Joint Force (JF) designation, the geographically aligned JFs, and the functionally aligned JFs.



Ref: JP 0-2, p xv (SH-3), and JFSC Pub 1, p SH-2-10 (SH-2)

Joint forces reside in the operational branch of the chain of command and their designation is as a unified command, subordinate unified command, or joint task force. The President, through the Secretary of Defense and with the assistance of the

Chairman of the Joint Chiefs of Staff, establishes these joint force commands to support and protect our Nation's interests. All Joint forces consist of a joint force commander (JFC) and a joint staff (J-staff), and their composition includes significant forces from two or more military departments. Joint forces belong to either a geographic or functional command. For example, looking at the current nine unified commands--something we'll describe later--five are geographical commands and four are functional commands. Geographically established joint force commands have an area of responsibility, or AOR. Functionally established joint force commands provide functions, such as strategic lift and space-based support, to other--usually geographic--joint force commanders.

NOTE: The Unified Command Plan established the missions and geographic responsibilities among the combatant commanders. This is the revised plan that took effect on October 1, 2001. The list of the unified commands appears on screen.

Geographically Aligned Joint Forces:

- U.S. European Command
- U.S. Central Command
- U.S. Northern Command
- U.S. Southern Command
- U.S. Pacific Command

Functionally Aligned Joint Forces:

- U.S. Joint Forces Command
- U.S. Special Operations Command
- U.S. Transportation Command
- U.S. Strategic Command

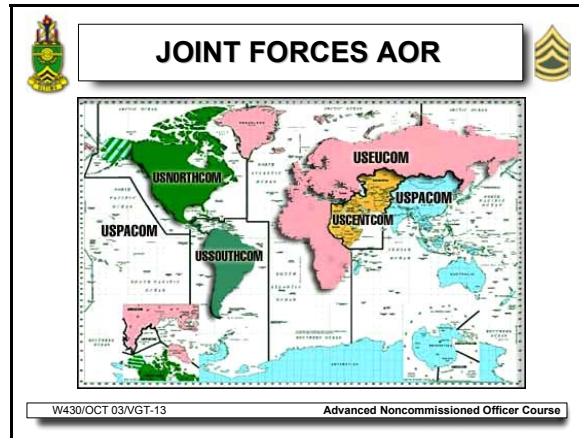
REMOVE VGT-12

Geographically established joint force commands have an area of responsibility, or AOR. Functionally established joint force commands provide functions, such as strategic lift and space-based support, to other--usually geographic--joint force commanders.

NOTE: The map on the next slide shows the five geographically aligned unified combatant commands and their AORs.

SHOW VGT-13, JOINT FORCES AOR

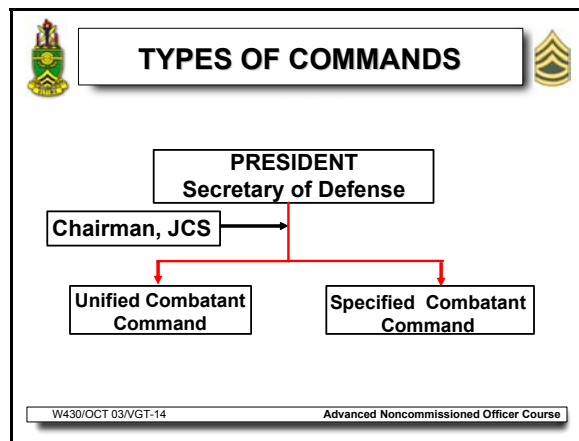
NOTE: Allow the students a few seconds to look at the map.



Ref: JFSC Pub 1, p SH-2-9 (SH-2)

REMOVE VGT-13

SHOW VGT-14, TYPES OF COMMANDS



Ref: JP 0-2, p xvii (SH-3)

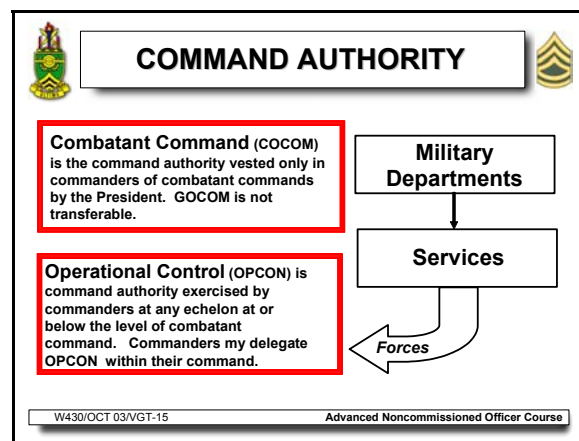
There are two types of JFs: unified and specified combatant commands. At the top of the joint force organization is the unified command. It is a joint force command, under a single commander--called the "combatant commander"--and, as a joint force, its make up includes significant elements of two or more military departments. The Chairman of the Joint Chiefs of Staff transmits operational orders from the President and Secretary of Defense to the unified combatant commanders to

perform military missions. These unified combatant commanders then carry out or direct missions in support of our national security, using the organizational structure they command, the forces provided them from the services, and the authority granted them by the President and Secretary of Defense.

A specified command is a command that has broad continuing missions, normally functional. The President establishes and designates it as such, through the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Its forces come from a military department, but it may include units and staff representation from other services.

REMOVE VGT-14

SHOW VGT-15, COMMAND AUTHORITY



Ref: JP-02, p xi (SH-3)

NOTE: The right side of the diagram highlights the military departments, services, and the arrow labeled "forces" under services, points toward the left side of diagram with definitions for COCOM and OPCON. Allow the students to read the definitions then give them the following explanation.

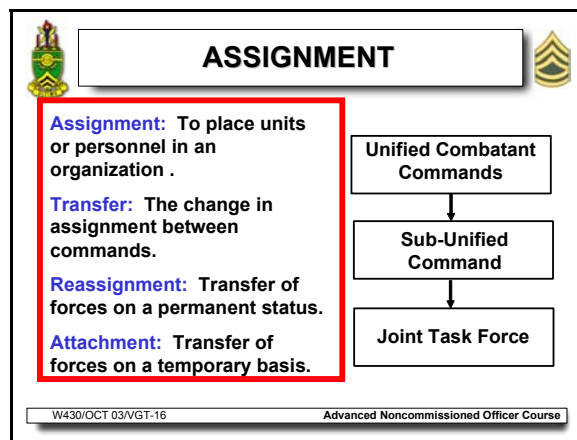
Along with this assignment of forces, combatant commanders receive command authorities. The highest of these authorities is COCOM, or combatant command authority. It provides combatant commanders--that is, those joint force commanders at the unified command level--full authority to organize and employ assigned forces as they deem necessary to accomplish their mission. COCOM is the

nontransferable command authority exercised only by commanders of unified commands. Combatant command authority (not delegated) is the authority to perform those functions of command over assigned forces. Combatant command provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Essentially, COCOM gives the unified combatant commander the authority to do everything necessary to accomplish his mission. COCOM, vested only in combatant commanders at the unified level, cannot delegate this command to subordinate joint force commanders.

Though combatant commanders cannot delegate COCOM, they can delegate operational control, or OPCON, to their subordinate commanders. OPCON is inherent in COCOM and is the authority to organize and employ commands and forces, assign tasks, designate objectives, and give the authoritative direction necessary to accomplish the mission. OPCON does not include authoritative direction for logistics, administration, discipline, internal organization, or unit training.

REMOVE VGT-15

SHOW VGT-16, ASSIGNMENT



Ref: JP 0-2, Glossary (SH-3)

COCOM and OPCON also come into play when they transfer forces between combatant commands. As previously stated, combatant commanders have forces

assigned to them. Under the direction of the Secretary of Defense, forces assigned to one combatant commander may transfer forces to another combatant commander through either reassignment or attachment. Like assignment, reassignment is a relatively permanent situation, whereby the gaining commander often assumes COCOM over the forces. Combatant commanders don't often give up forces, so it is more likely that they will not transfer them through attachment. Attachment, or "chopping," is a temporary situation, whereby the gaining commander usually has OPCON over the forces, uses them as necessary, and returns them to the owning combatant commander.

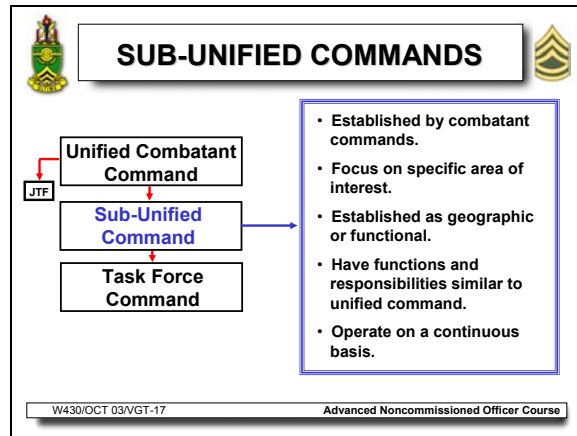
NOTE: At this time, call on four students to define the following:

Definitions

- **Assignment:** To place units or personnel in an organization where such placement is relatively permanent. Under the direction of the Secretary of Defense, the Secretaries of the Military Departments assign their forces to the combatant commands.
- **Transfer:** The change of assignment (or attachment) between commands. Under the direction of the Secretary of Defense, and approved by the President, a force assigned or attached to a combatant commander may be transferred from that command to another joint force commander through either reassignment or attachment.
- **Reassignment:** The transfer of forces on a permanent (or for a long period) basis. Under reassignment the gaining combatant commander normally exercises COCOM, and the subordinate JFCs exercise OPCON over the reassigned forces.
- **Attachment:** The transfer of forces on a temporary basis. Under attachment, the gaining combatant commander and subordinates normally exercise OPCON over the attached forces.

REMOVE VGT-16

SHOW VGT-17, SUB-UNIFIED COMMANDS

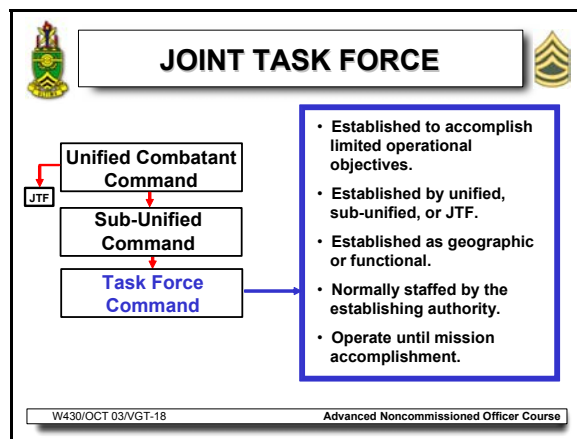


Ref: JP 0-2, p V-9 (SH-3)

As part of the organizational authority granted through COCOM, combatant commanders--that is, unified commanders--may establish subordinate organizations. For example, when authorized by the President or Secretary of Defense, through the CJCS, commanders of unified commands may establish subordinate unified commands, also called sub-unified commands. Generally, sub-unified commands focus on specific areas of interest within the larger command. Like unified commands, sub-unified commands, established as either geographic or functional, have functions and responsibilities similar to those of unified commands, and operate on a continuing basis.

REMOVE VGT-17

SHOW VGT-18, JOINT TASK FORCE

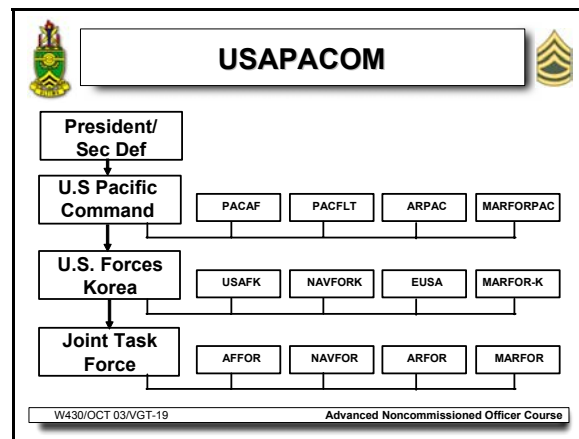


Ref: JP 0-2, p V-10 (SH-3)

The third type of a joint force is a joint task force, or JTF. It is a joint force command established to accomplish limited objectives, normally of an operational nature. A unified commander, sub-unified commander, or an existing JTF commander may establish this type of joint force on a geographic or functional basis. Commanders of JTFs are responsible to the JTF-establishing authority and typically exercise OPCON over assigned or attached forces. The establishing authority normally augments the J-staff with forces from their own command. Unlike unified and sub-unified commands, which operate on a continuing basis, JTFs dissolve when they complete their mission or are no longer required.

REMOVE VGT-18

SHOW VGT-19, USAPACOM



Let's look at the organization of one of the unified commands--U.S. Pacific Command--to help illustrate what we've covered so far. The commander of the U.S. Pacific Command is a joint force commander, or JFC, and also a combatant commander of a unified command. He has four service component commands assigned from the three military departments, making PACOM a joint force. The PACOM combatant commander has COCOM authority over all of his organization. Shown under PACOM is one of the PACOM's sub-unified commands, U.S. Forces Korea.

NOTE: Organizational chart appears on screen which shows the chain of command from the President/Secretary of Defense to USPACOM. In addition, four blocks appear to represent the four departments of USPACOM: PACAF, PACFLT, ARPC, and MARFORPAC.

Assigned to this subordinate command are service component commands, representing each service and military department. Therefore, USFK is a joint force, commanded by a JFC, and the commander has OPCON over his forces. When the USPACOM combatant commander receives orders to perform a specific mission in his AOR, he'll often form a joint task force.


NOTE: Organizational chart appears on screen which shows the chain of command from the President/Secretary of Defense to USPACOM. An additional block appears to U.S. Forces Korea as a sub-unified command. In addition, four blocks appear to represent the four service component commands: USAFK, NAVFOR, EUSA, and MARFOR.

When the USPACOM combatant commander receives orders to perform a specific mission in his AOR, he'll often form a joint task force. The JTF commander will be provided Service forces, usually referred to with the suffix "FORS," such as AFFOR, NAVFOR, etc. Again, the JTF is a joint force, commanded by a JFC, who has OPCON over his or her forces.


NOTE: Block appears on screen to show the joint task force established by the combatant commander. Additional blocks appear to show the service forces assigned to the JTF: AFFOR, NAVFOR, ARFOR, and MARFOR.

REMOVE VGT-19

SHOW VGT-20, SUPPORTING RELATIONSHIPS



SUPPORTING RELATIONSHIPS



- **Supported Commander:**
 - Combatant Commander in mission AOR.
 - Prepares OPLAN or OPORD in response to requirements.
- **Supporting Commander:**
 - Responsible for the needs of the supported commander.
 - Provides functional support and forces.
 - Writes supporting plans.

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Re: JP 0-2, Glossary, (SH-3)

A geographically established unified combatant commander is a "supported commander" for both planning and execution. The Chairman of the Joint Chiefs of Staff directs the combatant commander to do planning through the Joint Strategic Capabilities Plan, or JSCP. The JSCP tasks the combatant commander, as the supported commander, to prepare operation plans and lists who the supporting commanders are.

It is then the supporting commander's responsibility to ascertain the needs of the supported commander and take whatever action is necessary to fulfill them. The supporting commanders will provide functional support and/or forces, and will write supporting plans. For execution, a CJCS message will usually define who the supported and supporting commanders will be.

NOTE: Definitions of supported commander and supporting commander appear on the screen.

- Supported Commander - usually a combatant commander in the AOR where a mission is being carried out. Prepares operation plans or operation orders in response to requirements of the CJCS as delineated in the Joint Strategic Capabilities Plan (JSCP) or CJCS message.
- Supporting Commander - responsible for ascertaining the needs of the supported commander and taking whatever action is necessary to fulfill them. Provides functional support and forces and writes supporting plans and orders.

REMOVE VGT-20

The U.S. military often conducts operations with the Armed Forces of other nations in pursuit of common objectives. Other nations and global organizations support multinational operations and actions carried out by the U.S. Alliances and coalitions, both combat and non-combat, conduct multinational operations within the structure of two types of multinational organizations. An alliance is the result of formal agreements between two or more nations for broad, long-term objectives. This type of organization usually has one commander who oversees the entire organization. Examples include the North Atlantic Treaty Organization, or NATO, and the United Nations. In contrast, a coalition is an ad hoc arrangement between two or more nations that is less formally structured than an alliance. A binding formal agreement, such as a treaty, is not the basis for a coalition. Typically, multiple

commanders, each controlling their nation's forces, lead a coalition. A good example is the international coalition that defeated Iraqi aggression against Kuwait in the Gulf War.

SHOW VGT-21, MULTINATIONAL ORGANIZATION



Ref: JP 0-2, p xv (SH-3)

Attaining unity of effort through unity of command for a multinational operation may not be politically feasible, but it should be a goal. Allied or coalition forces must attain some principles to ensure unity of effort. First, a common understanding among all national forces of the overall aim of the multinational force (MNF) and the concept for its attainment must exist. Second, a coordinated policy must exist on matters such as alliance or coalition commander's authority over national logistics and intelligence, surveillance, and intelligence. Third, commanders must establish trust and confidence among the MNF. Plain objective language, together with common courtesy is essential. The chain of command from the President to the lowest U.S. commander in the field remains inviolate.

The President retains command authority over U.S forces. This includes the authority and responsibility for effectively using available resources and employment planning along with organizing, directing, coordinating, controlling, and protecting military forces for the accomplishment of assigned missions. It is sometimes prudent or advantageous (for reasons such as maximizing military effectiveness and ensuring unity of effort) to place appropriate US forces under the OPCON of a foreign

commander to achieve specified military objectives (see restrictions in Chapter IV, “Multinational Operations”). In making the determination to place U.S. forces under the OPCON of non-U.S. commanders, the President carefully considers such factors as the mission, size of the proposed U.S. force, risks involved, anticipated duration, and rules of engagement.

SECTION IV. SUMMARY

Method of Instruction: <u>Conference / Discussion</u>
Instructor to Student Ratio is: <u>1:16</u>
Time of Instruction: <u>5 mins</u>
Media: <u>Small Group Instruction (SGI)</u>

Check on Learning

QUESTION: Which statutory member of the NSC is also head of the Department of Defense?

ANSWER: The Secretary of Defense.

Ref: JFSC, p SH-2-4 (SH-2)

QUESTION: Who exercises authority and control of the Armed Forces through two distinct branches of the chain of command?

ANSWER: The NCA.

Ref: JP 0-2, p ix (SH-3)

QUESTION: Which of these two--COCOM or OPCON—can a combatant commander delegate?

ANSWER: OPCON.

Ref: JP 0-2, p xi (SH-3)

Review / Summarize Lesson

NOTE: Ask the students if they have any questions pertaining to the material you just covered. Prepare yourself to answer any question(s) they may have.

This lesson presented an overview of the organizations involved in establishing and implementing national security objectives and strategies. The lesson described how the structure of the Department of Defense and the military chain of command support the attainment of national objectives. Much of this represents activity that occurs above your pay grade. Nonetheless, it directly affects your duties as a planner. It's important for you to know where your strategic direction comes from because the operational plans you write must ultimately support that national strategy.

This lesson also presented an overview of the joint force organizational structure. First, you learned about joint forces--what they are and where they come from. You learned the combatant commanders, through COCOM, have authority to

organize joint forces to accomplish national security objectives. The lesson covered the organization of joint forces at the unified command, sub-unified command, and joint task force levels. We looked at the command authorities given to combatant commanders and their subordinate JFCs and discussed how the administrative chain of command exercises its authority to prepare the forces assigned to the combatant commander. Finally, we looked at the types of multinational organizations that U.S. forces might cooperate with in the fulfillment of national objectives.

SECTION V. STUDENT EVALUATION

**Testing
Requirements**

NOTE: Describe how the student must demonstrate accomplishment of the TLO. Refer student to the Student Evaluation Plan.

None

**Feedback
Requirements**

NOTE: Feedback is essential to effective learning. Schedule and provide feedback on the evaluation and any information to help answer students' questions about the test. Provide remedial training as needed.

Terminal Learning Objective

VGT-1, TERMINAL LEARNING OBJECTIVE



TERMINAL LEARNING OBJECTIVE



**Identify the organizational structure
used to maintain a force capable of
joint operations.**

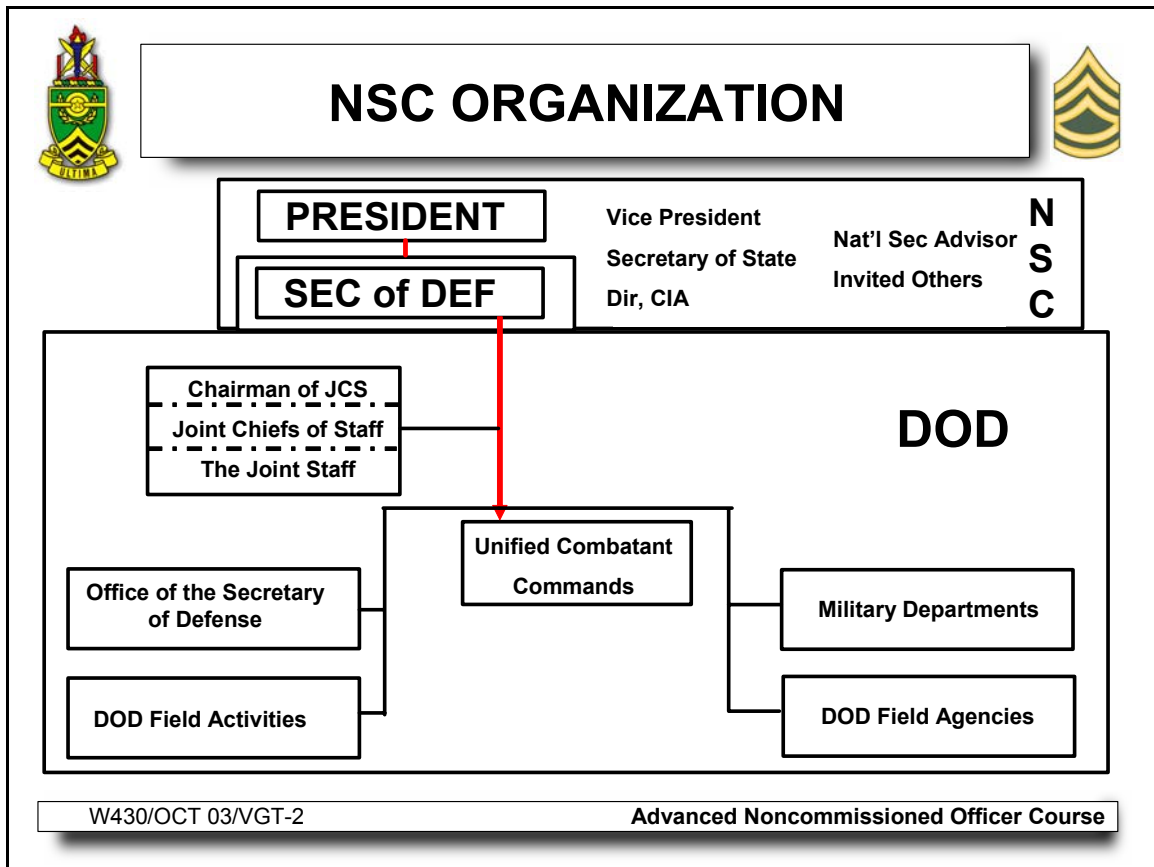
W430/OCT 03/VGT-1

Advanced Noncommissioned Officer Course

Enabling Learning Objective A

Learning Step 1

VGT-2, NSC ORGANIZATION





NATIONAL SECURITY COUNCIL



- **Statutory Members:**
 - President.
 - Vice President.
 - Secretary of Defense.
 - Secretary of State.

- **Statutory Advisors:**
 - C, JCS.
 - Dir, Central Intelligence.
- **National Security Advisor.**
- **Others by invitation.**

Function:

- **Primary forum for discussion of national security issues.**

Responsibilities:

- **Assist President in setting national security objectives and strategies.**
- **Advise Pres/SecDef on National security issues.**



DOD FUNCTIONS



Functions of the Department of Defense

As prescribed by the National Security Act of 1947, as amended, the DOD maintains and employs the Armed Force to :

- **Support and defend the Constitution of the United states against all enemies, foreign and domestic.**
- **Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest; and**
- **Uphold and advance the national policies and interests of the United States.**



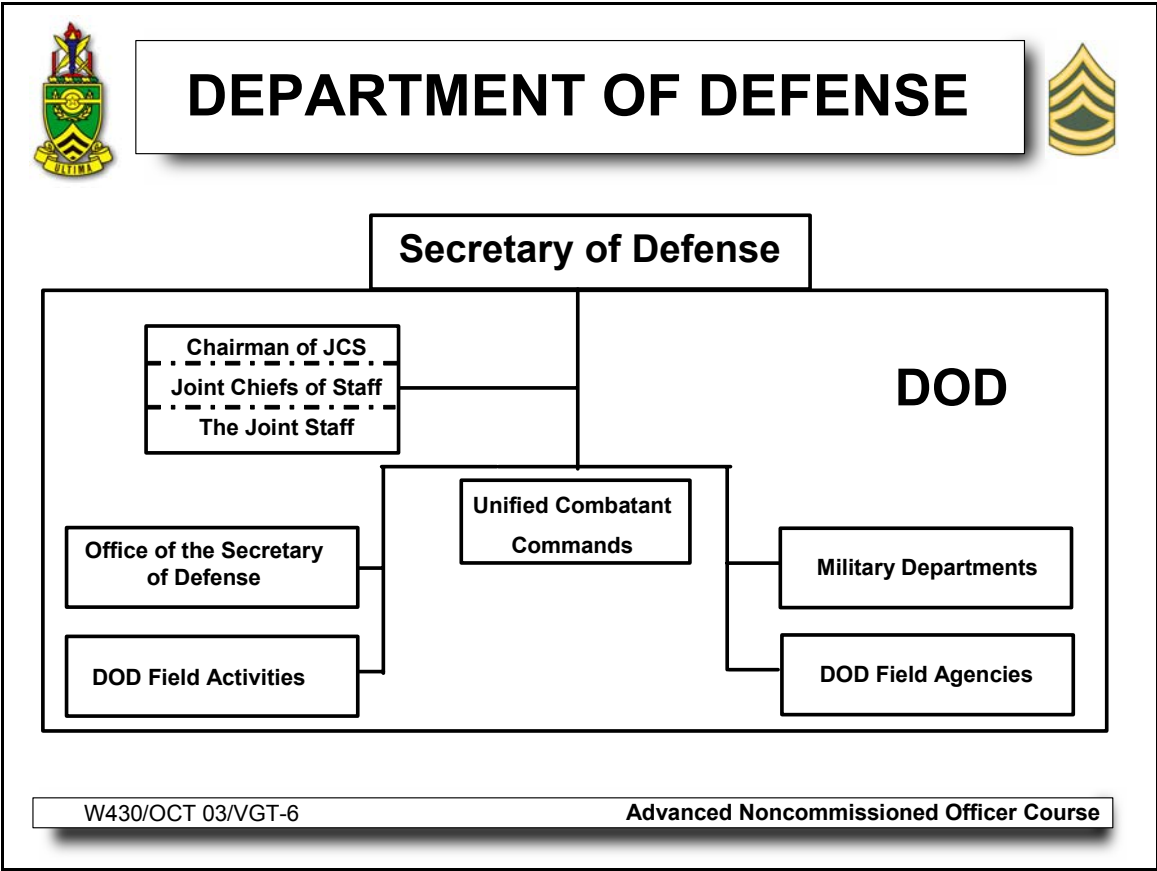
DOD FUNCTIONS

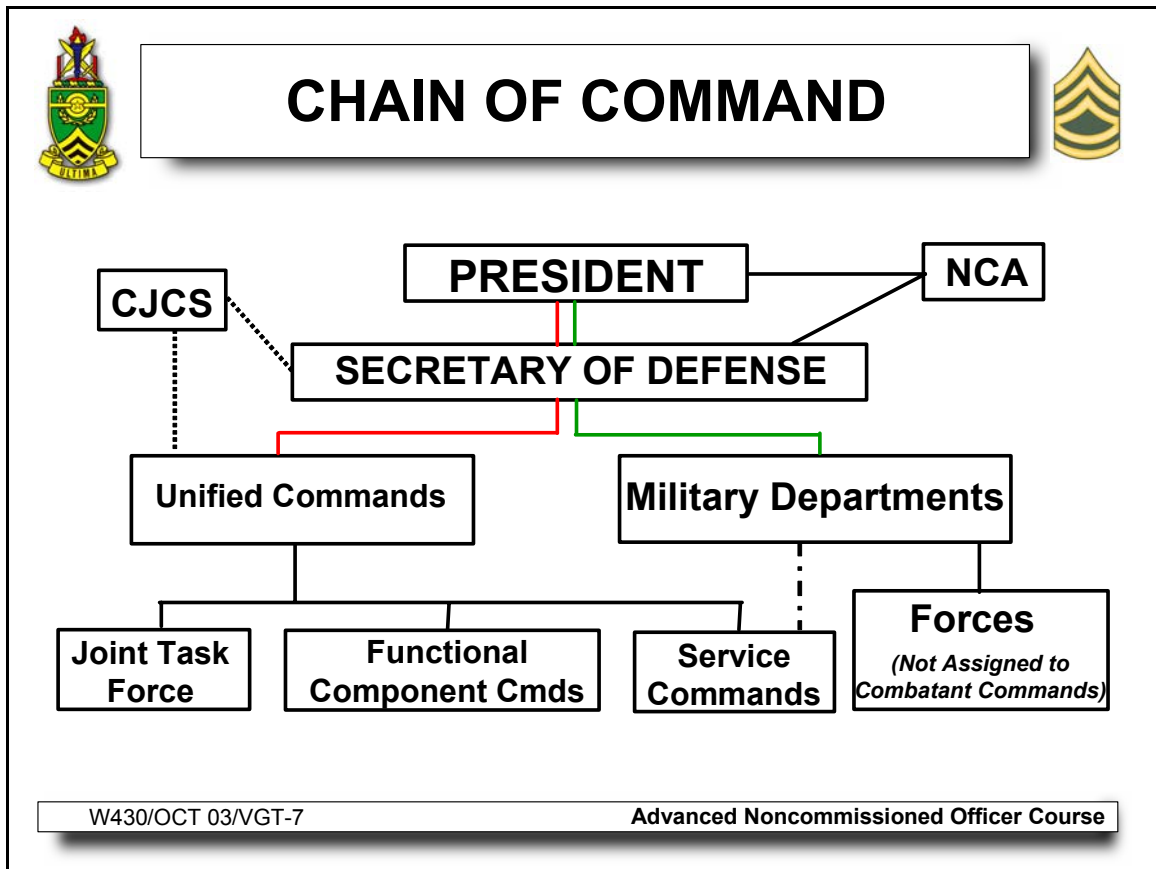


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- **Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest; and**
- **Uphold and advance the national policies and interests of the United States.**







JOINT CHIEFS OF STAFF



Chairman (CJCS)

Vice Chairman

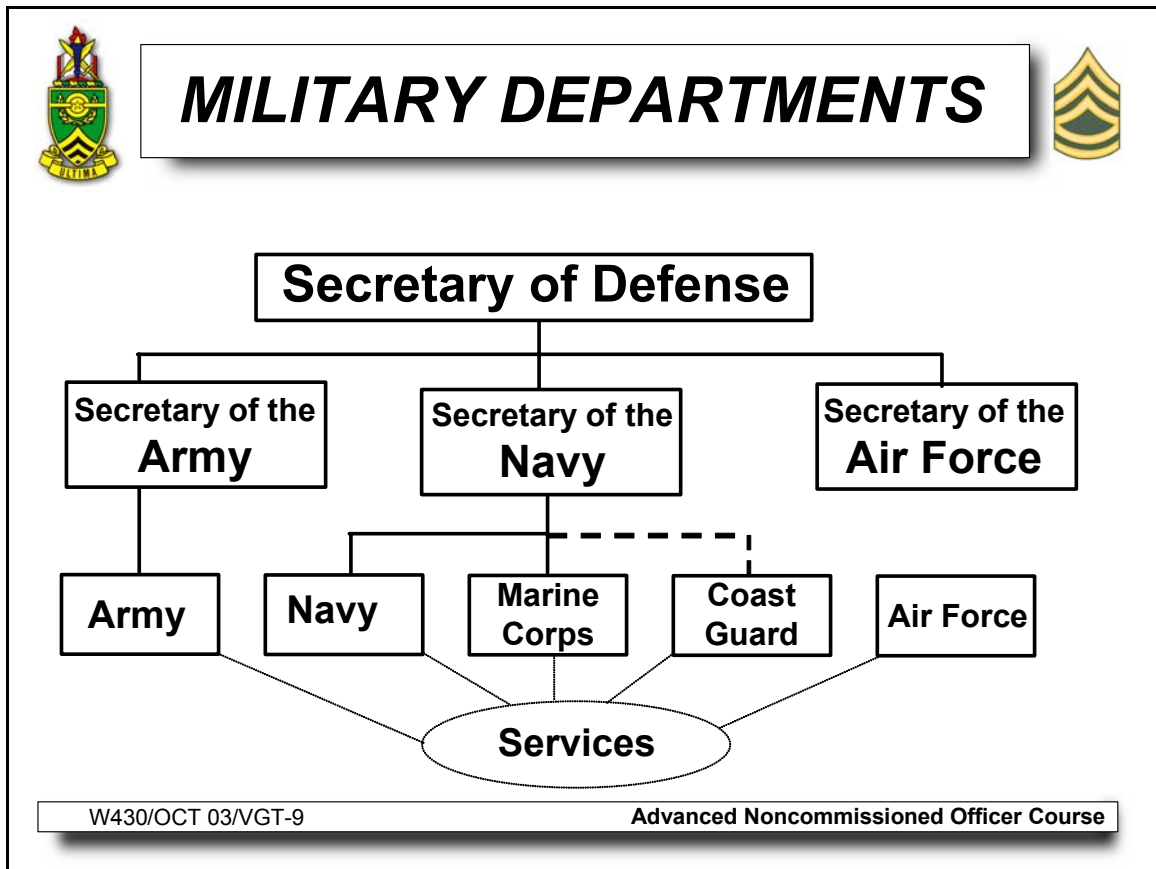
C of S Army

C, Naval Ops

C of S Air Force

Cmdt Marines

- **Principal military advisor to NSC.**
- **Advise on programs, requirements, and budgeting.**
- **Direct preparation of contingency plans.**
- **Provide strategic direction for armed forces.**
- **Prepare strategic plans for armed forces.**
- **Prepare joint logistic and mobility plans.**





MILITARY DEPARTMENTS (CONT)



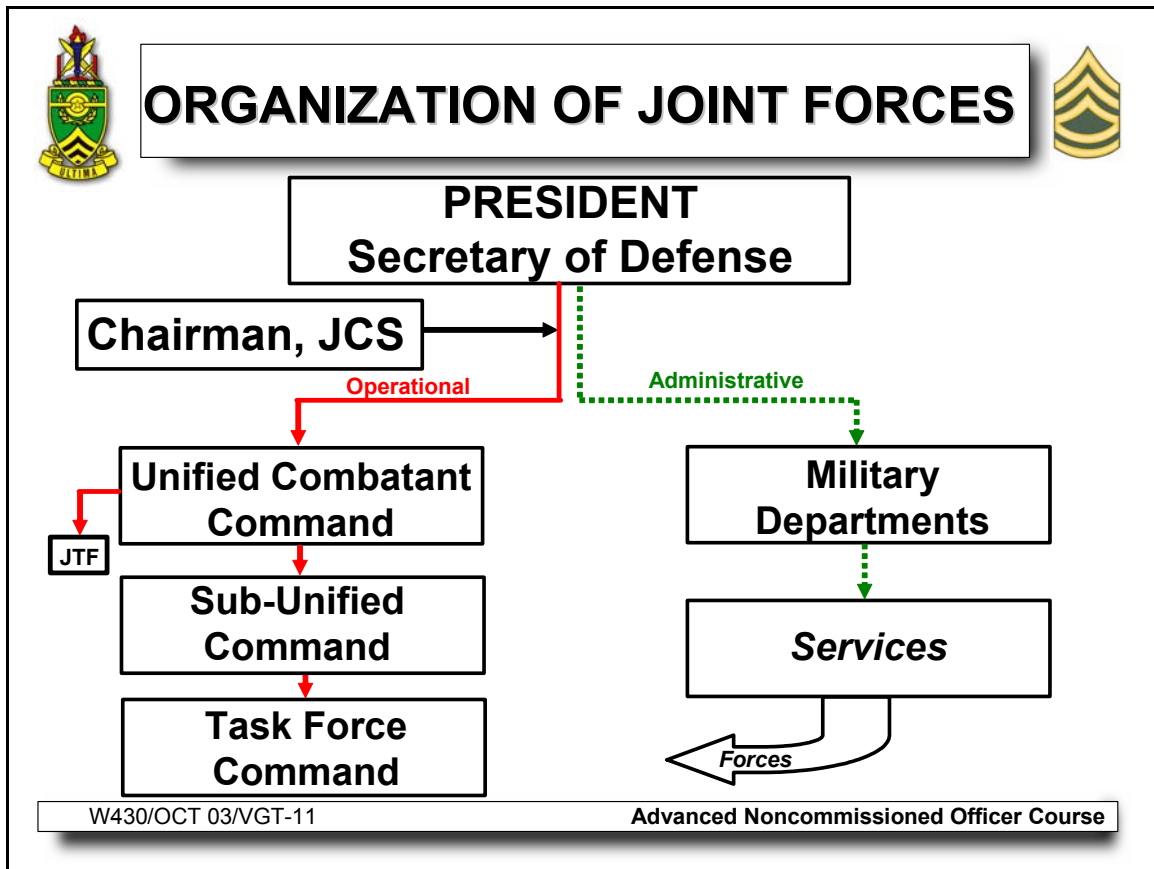
- Develop plans to support national security strategy.
- Provide forces to support the combatant commands.

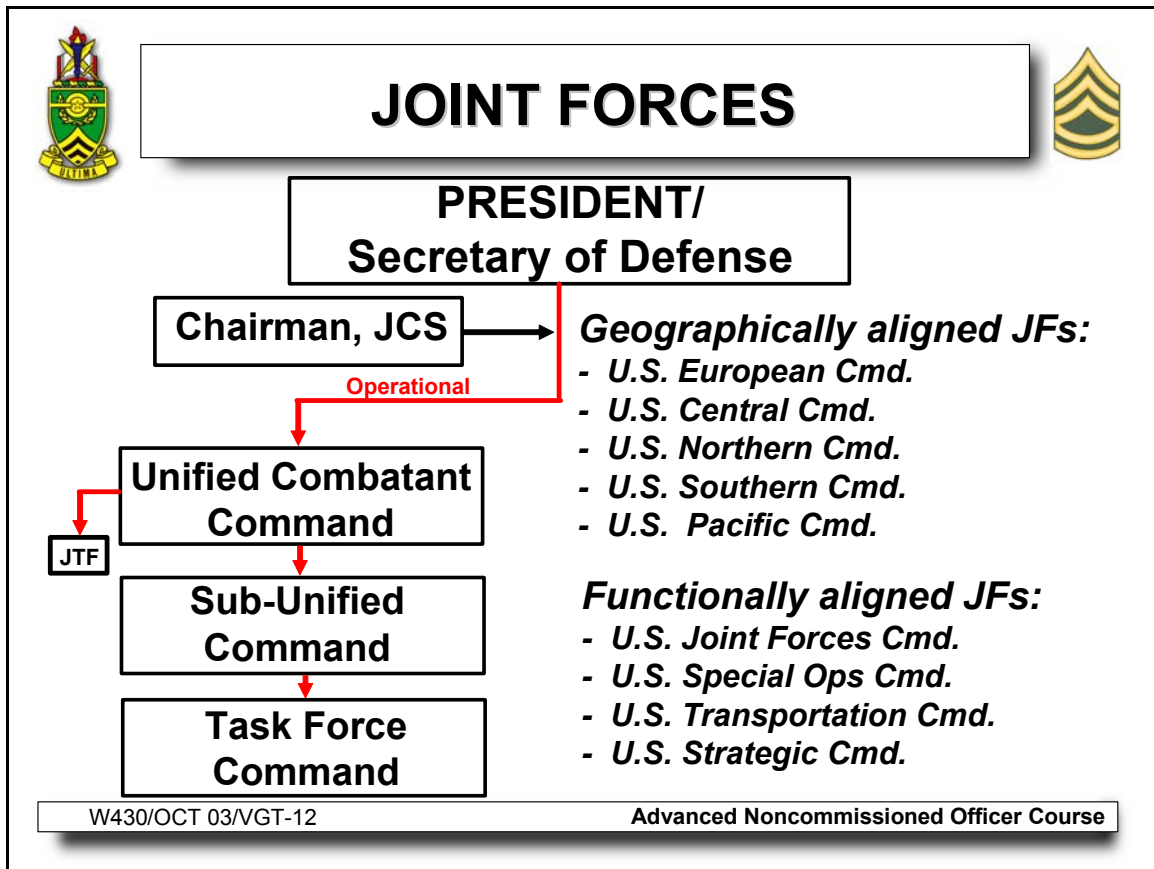
**F
O
R
C
E
S**

- Recruit.
- Organize.
- Train.
- Equip.
- Assign.
- Maintain.

**Combatant
Commanders**

**Combatant
Commands**





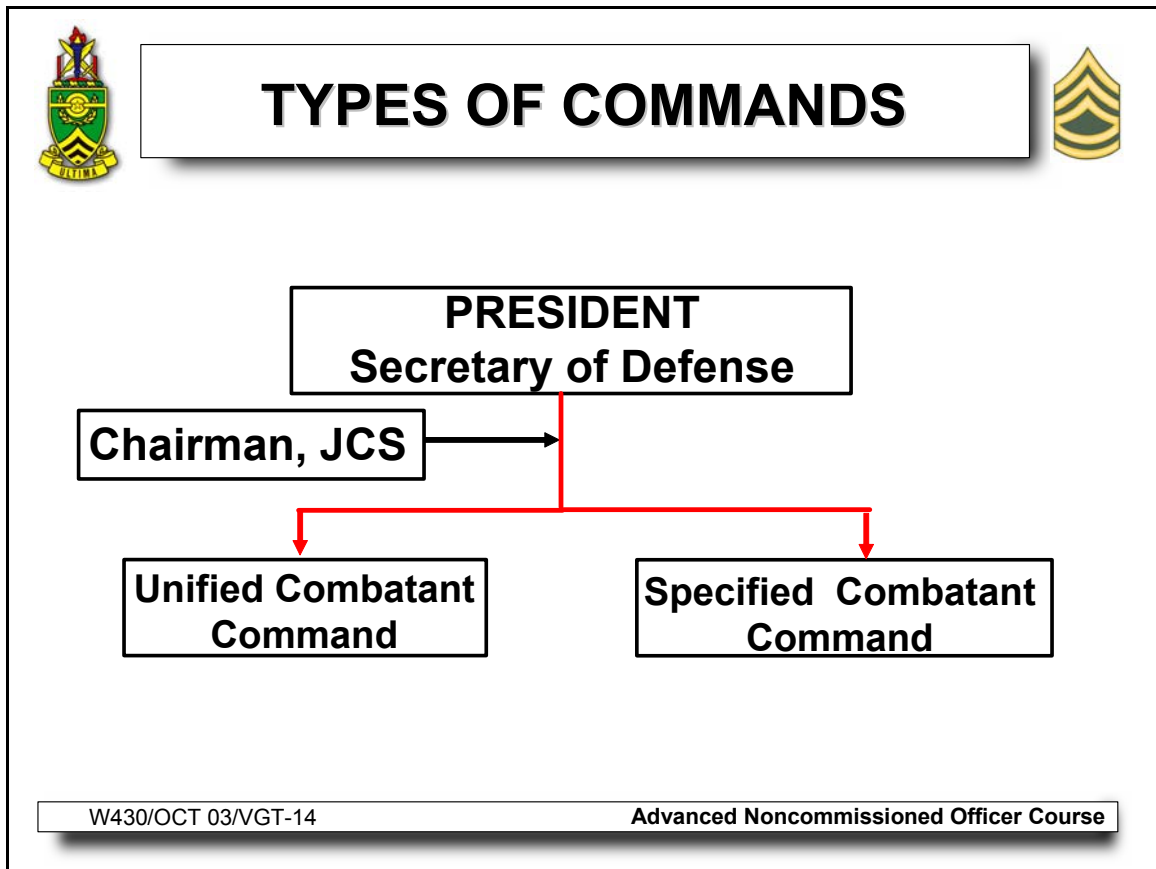


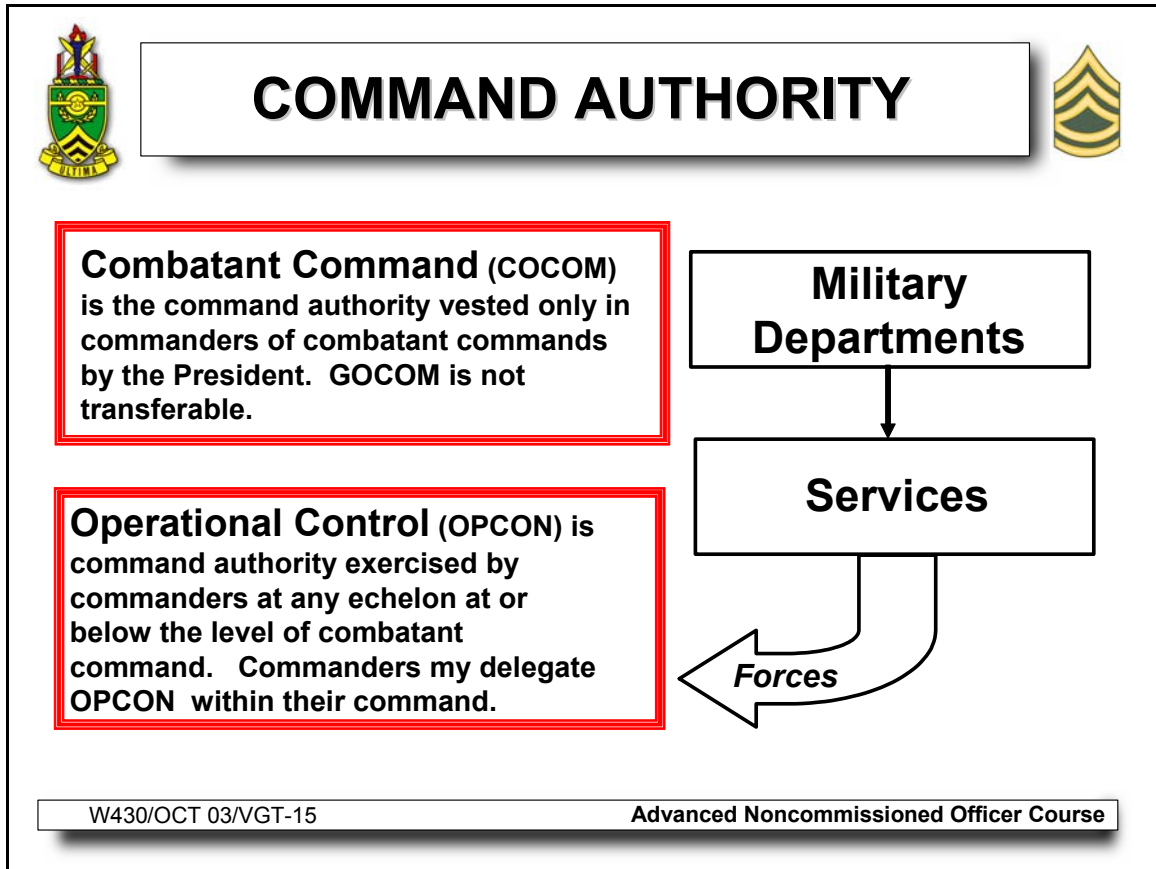
JOINT FORCES AOR




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ASSIGNMENT



Assignment: To place units or personnel in an organization .

Transfer: The change in assignment between commands.

Reassignment: Transfer of forces on a permanent status.

Attachment: Transfer of forces on a temporary basis.

Unified Combatant Commands

↓

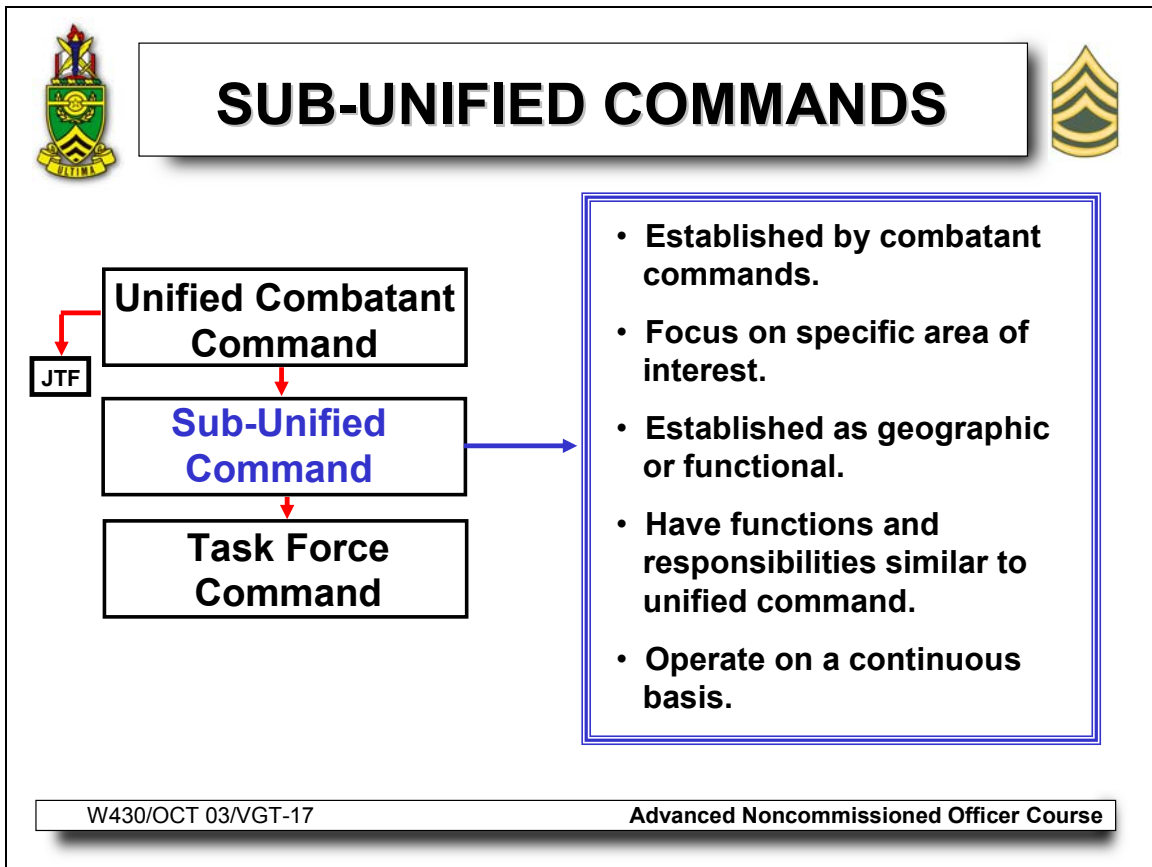
Sub-Unified Command

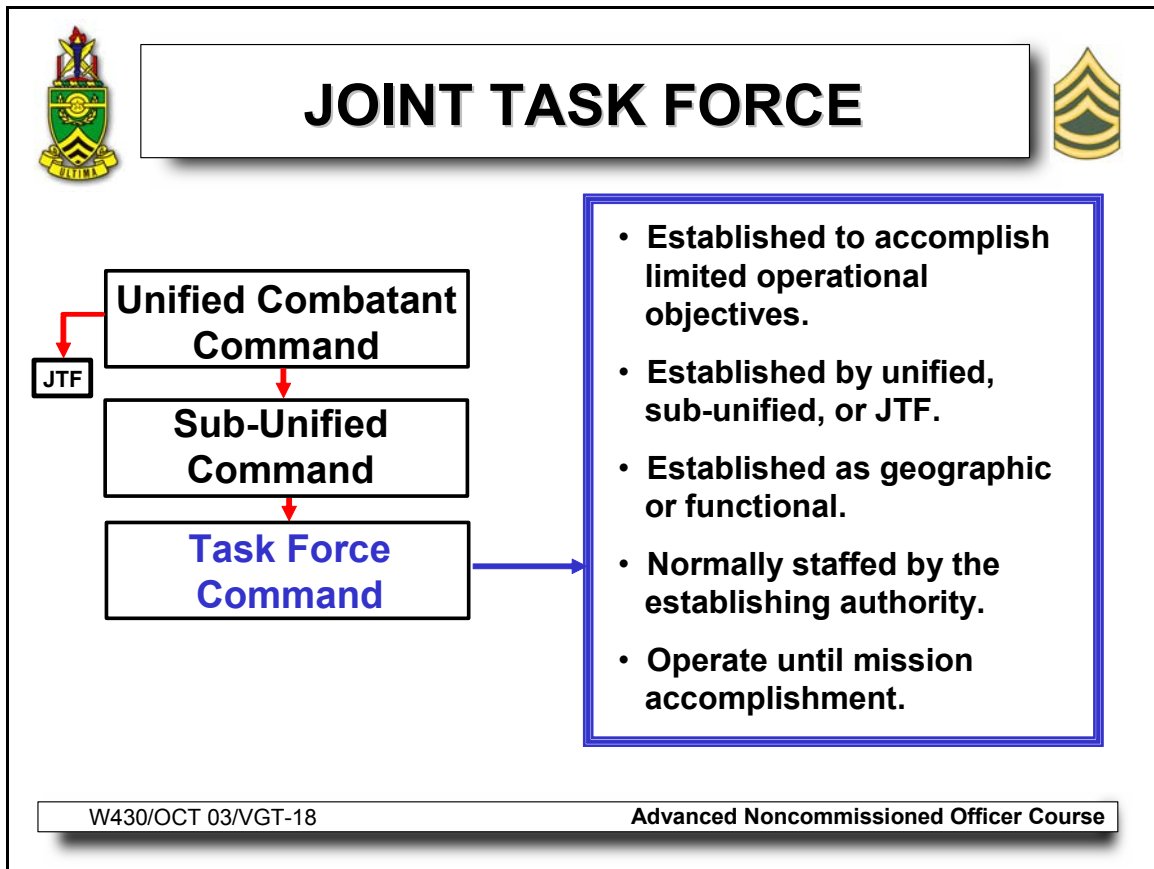
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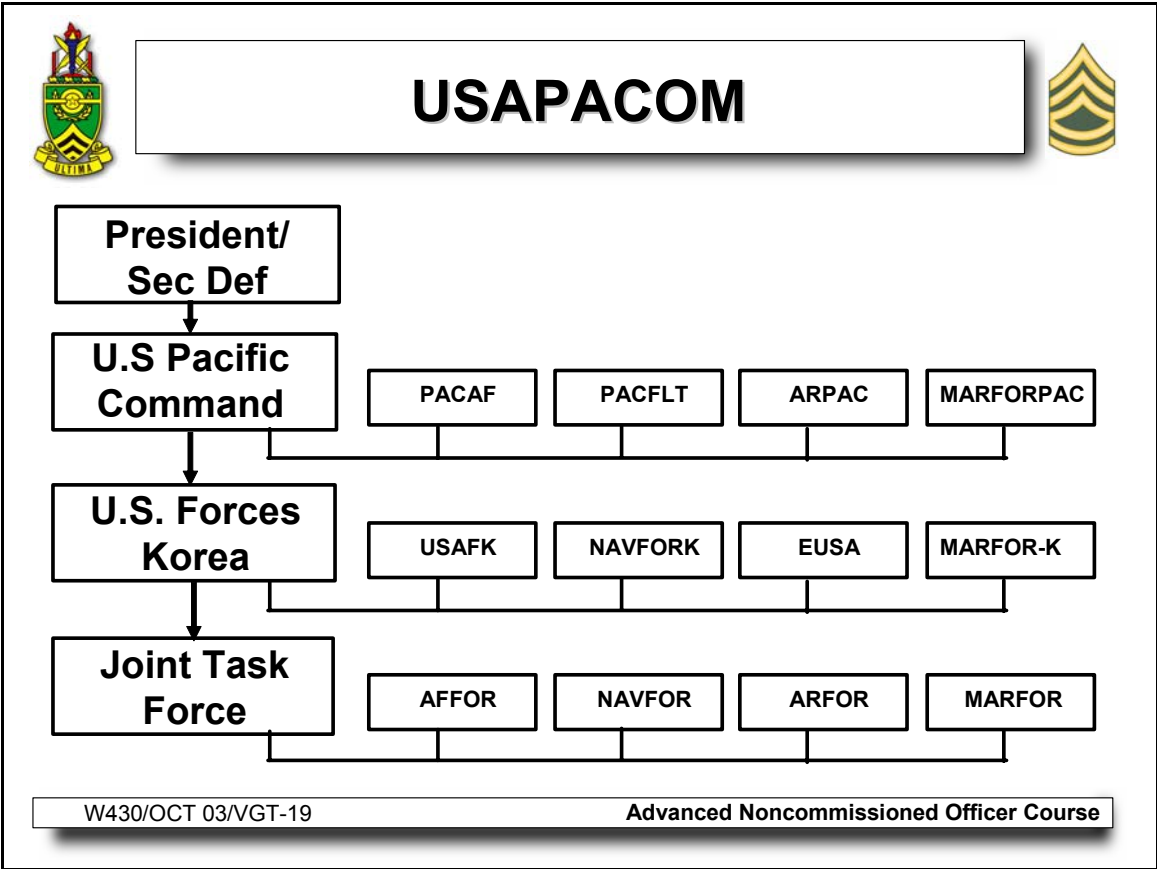
Joint Task Force

W430/OCT 03/VGT-16

Advanced Noncommissioned Officer Course









SUPPORTING RELATIONSHIPS



- **Supported Commander:**
 - **Combatant Commander in mission AOR.**
 - **Prepares OPLAN or OPORD in response to requirements.**
- **Supporting Commander:**
 - **Responsible for the needs of the supported commander.**
 - **Provides functional support and forces.**
 - **Writes supporting plans.**



MULTINATIONAL UNITY OF EFFORT



- **Common understanding among all national forces.**
- **Coordinated policy on alliance and coalition commanders' authority.**
- **Commanders must establish trust and confidence.**
- **Plain and objective communications is essential.**

Appendix B Test(s) and Test Solution(s) (N/A)

Appendix C Practical Exercises and Solutions (N/A)

HANDOUTS FOR LESSON 1: W430 version 1

This Appendix Contains This appendix contains the items listed in this table--

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 to SH-1-3
SH-2, Extracts from JFSC 2000 and UCP Information Paper	SH-2-1 thru SH-2-10
SH-3, Extract from JP 0-2	SH-3-1
SH-4, Extract from DOD 5100.1	SH-4-1

Student Handout 1

This student handout contains Advance Sheet.

Student Handout 1

Advance Sheet

Lesson Hours This lesson consists of a one hour conference/discussion.

Overview “Normandy...Inchon...Desert Storm.”

Each of these operations succeeded because planners worked out the details of deploying massive amounts of people and equipment to accomplish military objectives. We plan because we anticipate war. However, plans don't just happen. Plans are product of dedicated warfighters—like you—with highly specialized skills and a language of their own. Each participant, from the President to the planner of the lowest rank, have an important role to play in the planning process.

This lesson takes a look at the organizations that formulate our national security policy, objectives, and strategies. With strategy ranging from national level political objectives to service specific implementations of military doctrine, there's a huge array of people involved in the process. By understanding the organizations and the formalized systems that regulate their interaction, you will better understand your role as a planner in supporting national security.

This lesson also looks at the joint force organization and the authorities and responsibilities on the commander within the structure.

**Learning
Objective**

TERMINAL Learning Objective (TLO)

Action:	Identify the organizational structure used to maintain a force capable of joint operations.
Conditions:	As a sergeant first class in a classroom environment given JP 0-2, JP 1-02, DOD 5100.1, and JFSC 2000.
Standards:	Identified the organizational structure used to maintain a force capable of joint operations by: <ul style="list-style-type: none">• Identifying the organization and operation of the United States security structure.• Describing joint force functions and organization. IAW JP 0-2, JP 1-02, DOD 5100.1, and JFSC 2000.

ELO A Identify the organization and operation of the United States security structure.
ELO B Describe task force function and organization.

Assignment The student assignments for this lesson are:

- Read Student Handouts 1 through 4.
-

**Additional
Subject Area
Resources**

None

Bring to Class

- Pen or pencil and writing paper.
 - All reference material received for this lesson.
-

Student Handout 2

This student handout contains seven pages of extracted material from JFSC Pub 1 and two pages of the UCP information paper.

(3) Since passage of the National Security Act of 1947, the President has used his Secretary of Defense as his **principal assistant** in all matters relating to the Department of Defense. The Secretary is responsible for the effective, efficient, and economical operation of the Department of Defense, and he has statutory authority, direction, and control over the military departments.

b. **National Security Council (NSC).** The National Security Council was established by the National Security Act of 1947 as the principal forum to consider national security issues that require Presidential decision. Its membership now includes only four **statutory members**: the President, the Vice President, the Secretary of State, and the Secretary of Defense. The Chairman of the Joint Chiefs of Staff (CJCS) and the Director of Central Intelligence serve as **statutory advisers** to the NSC. The history of the NSC and its organization are discussed in Chapter 5.

c. **Department of Defense (DOD)**

(1) The Joint Board of the Army and Navy was the first attempt to use a regularly constituted agency to coordinate the actions of the Army and the Navy. During the 1920s and 1930s, Congress made several fiscally motivated studies intended to reorganize the military. In June 1924, a joint Congressional committee recommended that a single Department of Defense be formed under one cabinet officer; no action was taken on the report. In 1932 the House considered a bill that would have permitted the President to establish a Department of National Defense and, as the President saw fit, subject to approval of Congress, transfer and consolidate functions of executive departments. The establishment of a single defense department was eventually rejected by the House. During the reorganization debates, there was strong opposition to a single defense department among the military. The Joint Board of the Army and Navy stated in May 1933: "The Joint Board is unable to recommend an organization for a Department of National Defense that would be more efficient or more economical than the present separate departmental organizations. In the opinion of the Board, amalgamation of the two Departments would be a grave error."

(2) The evolution of a single executive department responsible for national defense was marked by caution, indecision and, from some circles, open hostility. But World War II and the new demands placed on the U.S. Armed Forces furnished the necessary impetus for unification of the military departments under a single cabinet-level secretary. World War II demonstrated that modern warfare required combined and integrated operations by land, sea, and air forces. This, in turn, required not only a unity of operational command of these forces, but also a coordinated process for achieving the most effective force mixture and structure. Anticipating the needs of a peacetime military

102. ORGANIZATION FOR NATIONAL SECURITY. Knowledge of relationships between elements of the national security structure is essential to understanding the role of joint staff organizations. **Figure 1-1** illustrates the principal officials and organizations that make and execute national security decisions.

a. National Command Authorities (NCA)

(1) Constitutionally, the ultimate authority and responsibility for the national defense rests with the President.

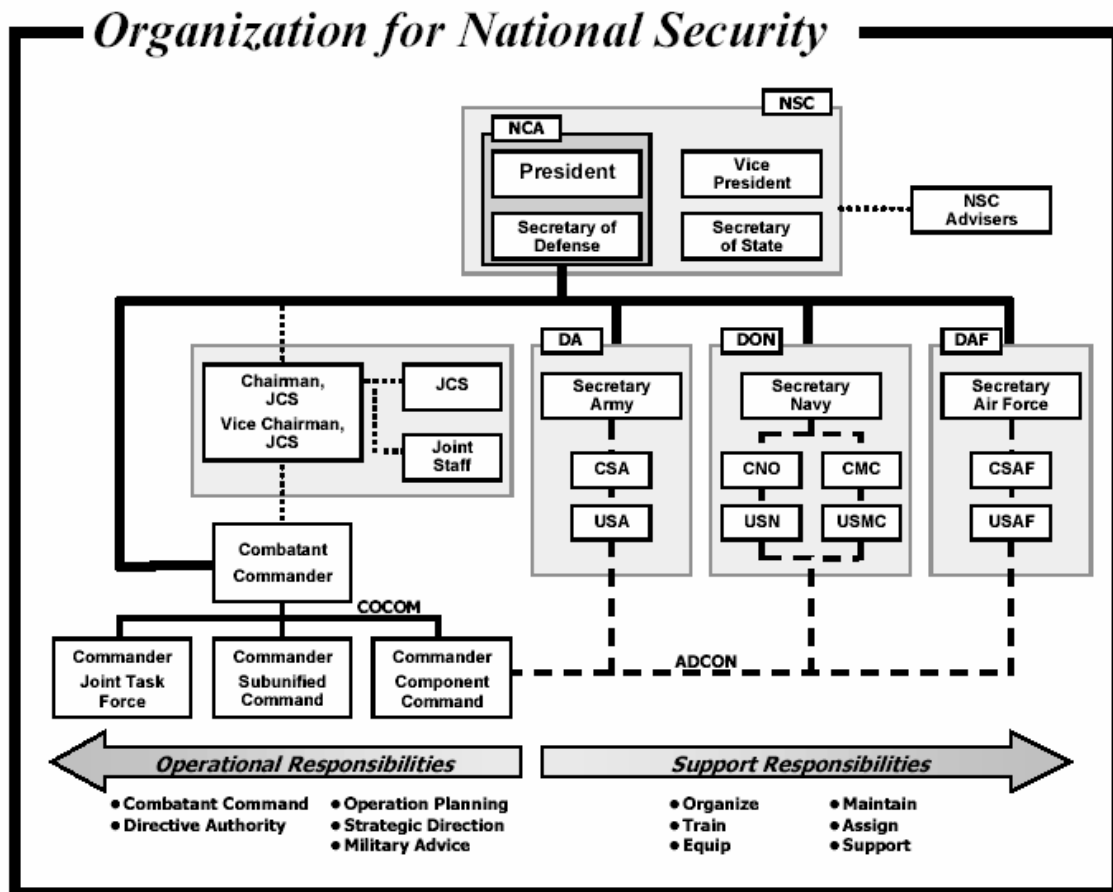


Figure 1-1

(2) The **National Command Authorities (NCA)** are the President **and** Secretary of Defense or persons acting lawfully in their stead. The term NCA is used to signify constitutional authority to direct the Armed Forces in their execution of military action. Both movement of troops and execution of military action must be directed by the NCA; by law, no one else in the chain of command has the authority to take such action except in self-defense.

organization, a comprehensive review by Congressional, executive, and military groups began even before the end of the war. Overwhelmingly, the studies were influenced by parochial Service interests reflecting the opinions of experienced wartime military and civilian leaders with vastly different views of the postwar era. Issues that dominated the search for a consensus included retention of air power in the Navy, maintenance of a separate Marine Corps, the form and substance of the new military department of the Air Force, and the need for military unification.

(3) The **National Security Act of 1947** was the resultant monumental legislation that reflected a compromise of diverse currents and pressures. After almost 50 years that included wartime lessons beginning with the Spanish-American War, a modern military organization had come into existence: unified action of the Services was law, the powers of the Secretary of National Defense were identified but subject to broad interpretation, and the roles and missions of the military Services were defined by Executive Order, but would not be Congressionally stated until 1958. The act created the National Military Establishment (NME) under the leadership of a civilian secretary who was coequal with the cabinet-level secretaries of the Army, Navy, and the new Air Force.

(4) It was quickly revealed that the new Secretary of Defense had insufficient authority to execute the responsibilities of the office. In **1949 the National Security Act was amended** to change the name of the NME to Department of Defense and recognize it as an executive department with the Secretary of Defense responsible for its general direction. The **Reorganization Act of 1958** asserted and enhanced the direction, authority, and control of the Secretary of Defense over the executive department and clarified the **operational chain of command** that runs from the President and Secretary of Defense to the combatant forces. The **DOD Reorganization Act of 1986** further strengthened and clarified the Secretary of Defense's position in the operational chain of command.

(5) DOD functions today are outlined in DOD Directive 5100.1 and illustrated in **Figure 1-2**.

(6) The role of the **Secretary of Defense** has significantly changed since the position was established in 1947. Originally, the secretary had only general authority shared with the civilian secretaries of the military departments. Subsequent legislation incrementally strengthened the Secretary of Defense's authority. Today the Secretary of Defense is the principal assistant to the President for all matters relating to the Department of Defense. The Department of Defense is composed of the following:

Functions of the Department of Defense



As prescribed by the National Security Act of 1947, as Amended, the Department of Defense maintains and employs the Armed Force to:

- Support and defend the Constitution of the United States against all enemies , foreign and domestic.
- Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest; and
- Uphold and advance the national policies and interests of the United States.

Reference DOD Directive 5100.1

Fig 1-2

Office of the Secretary	Office of the Secretary Department of Defense field activities (7)
Joint Chiefs of Staff	Departments of the Army, Navy, and Air Force
Joint Staff	Combatant commands (9)
Defense agencies (14)	

Figure 1-3 illustrates the organization that reports to the Secretary of Defense.

103. MILITARY DEPARTMENTS

a. The chain of command for purposes other than the operational direction of combatant commands runs from the President to the Secretary of Defense to the secretaries of the military departments to the chiefs of the Service forces. The **military departments** are separately organized, each under civilian secretaries who are responsible for, and have the authority to conduct all affairs of their respective departments, including the following:

- recruiting
- supplying
- training
- mobilizing
- administering
- construction, outfitting, and repairing equipment
- construction, maintenance, and repair of -buildings, structures, and utilities
- acquisition of real property
- organizing
- equipping
- servicing
- demobilizing
- maintaining

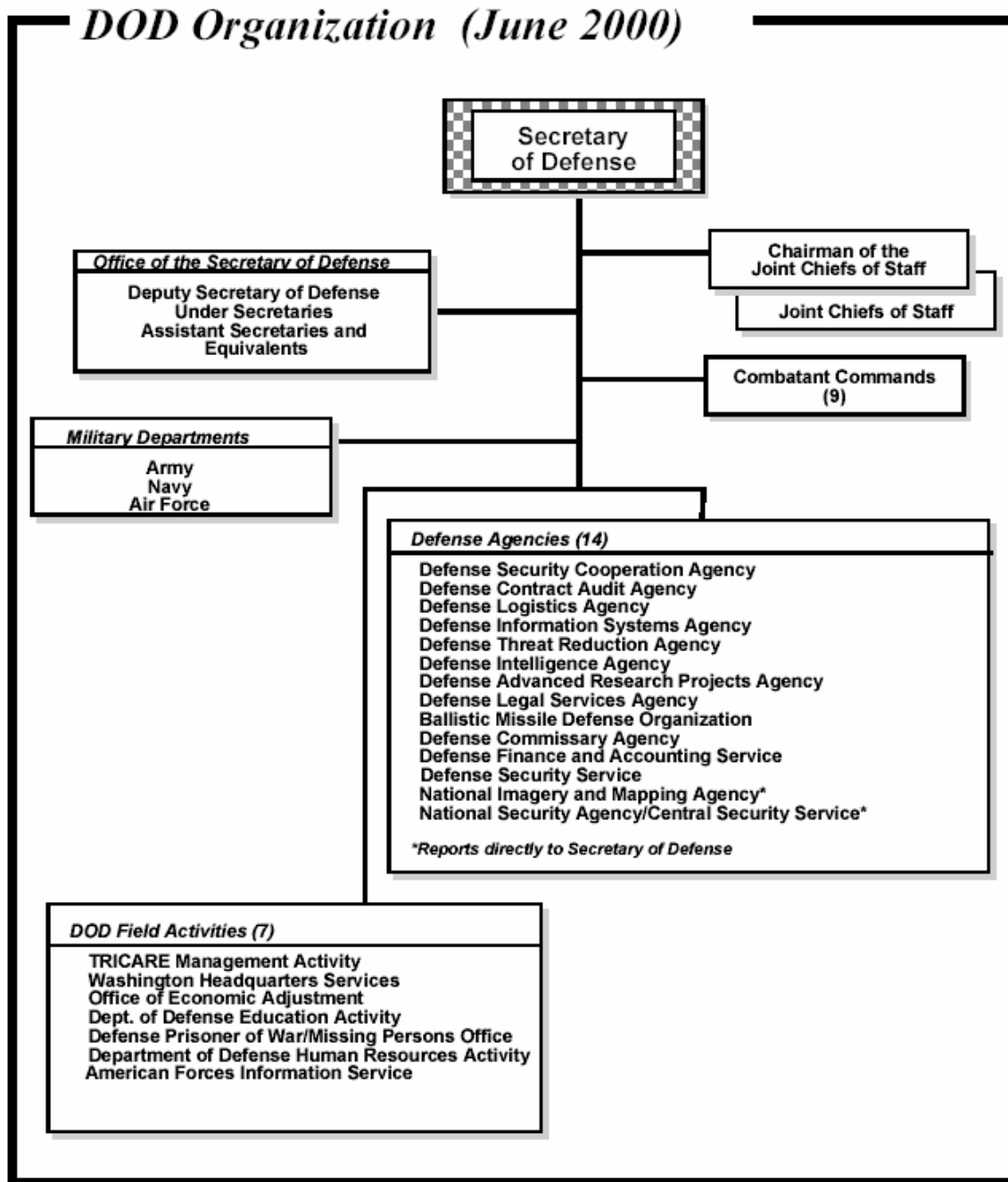


Figure 1-3

b. **Staff development in the individual Military Services.** Today, a number of functions common to all the Services have developed from the National Security Act of 1947 and its amendments, and most recently from the Department of Defense Reorganization Act of 1986. **Figure 1-4** describes these common functions. The following pages discuss the evolution of military staffs within each of the Services and the specifics related to their current functions. These functions are, by law, subject to the authority, direction, and control of the Secretary of Defense and the authority of the combatant commander as specified in Chapter 6, Title 10, U.S. Code. The accompanying illustrations

describe some of the major functions of the individual Services as discussed in DOD Directive 5100.1. Additional information is in CM-44-89 "Report on Roles and Functions of the Armed Forces," and CM 1584-93 "Chairman of the Joint Chiefs of Staff Report on the Roles, Missions, and Functions of the Armed Forces of the United States," 10 February 1993.

COMMON FUNCTIONS OF THE MILITARY DEPARTMENTS

SOME OF THE KEY FUNCTIONS OF THE MILITARY DEPARTMENTS, UNDER THEIR RESPECTIVE SECRETARIES, ARE TO

- prepare forces and establish reserves of manpower, equipment, and supplies for the effective prosecution of war and military operations short of war and plan for the expansion of peacetime components to meet the needs of war;
- maintain in readiness mobile reserve forces, properly organized, trained, and equipped for employment in emergency;
- recruit, organize, train, and equip interoperable forces for assignment to unified and specified combatant commands;
- prepare and submit budgets for their respective departments;
- develop, garrison, supply, equip, and maintain bases and other installations;
- assist each other in the accomplishment of their respective functions;
- determine force requirements to meet operational requirements of Combatant Commands;
- recommend to the JCS the assignment and deployment of forces to Combatant Commands;
- furnish logistical support for Service forces

Adapted from, DOD Directive 5100.1

Figure 1-4

(2) Development in the twentieth century

(a) In 1899, a civilian lawyer, Elihu Root, was appointed Secretary of War. At the time, he expanded the Army's missions to include pacification and administration of the island territories recently acquired from Spain; in addition, he responded to public criticism of the logistical and operational confusion that had plagued Army performance in the Spanish-American War. He undertook reform of the Army command and staff system patterned on the British system. In 1903 Congress passed legislation creating a modern U.S. Army General Staff. The War Department General Staff corps of 44 officers, who were relieved of all other duties, was functionally organized to prepare plans for the national defense and mobilization of troops. The legislation also replaced the ranking military position, Commanding General of the Army, with a War Department Chief of Staff. The Chief of Staff (COS) supervised all Army forces and the staff departments that had been responsible to the Secretary of War. It was not until 1918, though, that it was clearly resolved that the Chief of Staff was the ranking member of the Army when General Pershing, then Commander of the American Expeditionary Force, was made subordinate to the COS. The Root reforms were the beginning that gave the Army the basis for a unified command and staff system.

Functions of the Department of the Army



The Army is responsible for the preparation of land forces necessary for the effective prosecution of war and military operations short of war, and, in accordance with integrated joint mobilization plans, for the expansion of the peacetime components of the Army to meet the needs of war. The Army, within the Department of the Army, includes land combat and service forces and any organic aviation and water transport assigned.

SOME OF THE MAJOR FUNCTIONS OF THE ARMY ARE TO

- organize, train, and equip forces for the conduct of prompt and sustained combat operations on land--specifically, forces to defeat enemy land forces and to seize, occupy, and defend land areas;
- organize, train, equip, and provide forces for appropriate air and missile defense and space control operations, and for the support and conduct of special operations;
- develop airborne doctrine, procedures, and equipment that are of common interest to Army and Marine Corps;
- organize, equip, and provide Army forces for joint amphibious, airborne, and space operations and train such forces, in accordance with joint doctrines;
- organize, equip, and provide forces for the support and conduct of special operations;
- organize, equip, and provide forces for the support and conduct of psychological operations;
- furnish forces for the occupation of territories abroad;
- conduct the authorized civil works program, including projects for improvement of navigation, flood control, beach erosion control, and other water resource developments in the United States.

A collateral function of the Army is to train forces to interdict enemy sea and air power and communications through operations on or from land.

Reference DoD Directive 5100.1

Fig 1-5



<http://www.defenselink.mil/specials/unifiedcommand/>



Geographically aligned Joint Forces

[U.S. Northern Command](#) | [U.S. Pacific Command](#) | [U.S. Southern Command](#)
[U.S. Central Command](#) | [U.S. European Command](#)

Functionally aligned Joint Forces

U.S. Forces Command, U.S. Special Operations Command, U.S. Transportation Command, U.S. Strategic Command

The Unified Command Plan establishes the missions and geographic responsibilities among the combatant commanders. Among revisions to the plan that took place on Oct. 1, 2002:

- U.S. Northern Command – new combatant command assigned to defend the United States and support military assistance to civil authorities.

- U.S. Joint Forces Command – focus became transforming U.S. military forces; geographic responsibilities shift to Northern and European commands.
- U.S. Space Command and Strategic Command merged into an expanded STRATCOM, headquartered at Offutt Air Force Base, Neb.

What are the Unified Commands under the new plan?

- [U.S. Northern Command](#) (Peterson Air Force Base, Colo.)
- [U.S. Pacific Command](#)
(Honolulu, Hawaii)
- [U.S. Southern Command](#)
(Miami, Fla.)
- [U.S. Central Command](#)
(MacDill Air Force Base, Fla.)
- [U.S. European Command](#) (Stuttgart-Vaihingen, Germany)
- [U.S. Joint Forces Command](#) (Norfolk, Va.)
- [U.S. Special Operations Command](#)
(MacDill Air Force Base, Fla.)
- [U.S. Transportation Command](#) (Scott Air Force Base, Ill.)
- [U.S. Strategic Command](#)
(Offutt Air Force Base, Neb.)

Student Handout 3

This student handout contains 26 pages of extracted text from JP 0-2:

- Executive Summary, p vii thru xviii
 - Chapter V, p V-8 thru V-11
 - Glossary, p GL-5 thru GL-13
-

EXECUTIVE SUMMARY

COMMANDER'S OVERVIEW

- **Provides Doctrine and Policy Governing Unified Direction of Forces**
- **Covers the Functions of the Department of Defense and Its Major Components**
- **Discusses Doctrine and Policy for Joint Command and Control**
- **Covers Multinational Operations**
- **Provides Doctrine and Policy for Establishing Joint Commands**

Unity of Effort

Unity of effort requires coordination among government departments and agencies within the executive branch, between the executive and legislative branches, with nongovernmental organizations (NGOs), international organizations (IOs), and among nations in any alliance or coalition.

The President is responsible for national strategic unity of effort.

The President of the United States, advised by the National Security Council, is responsible to the American people for national strategic unity of effort.

The Secretary of Defense is responsible for national military unity of effort.

The Secretary of Defense is responsible to the President for national military unity of effort for creating, supporting, and employing military capabilities.

The Chairman transmits missions to combatant commanders.

The Chairman of the Joint Chiefs of Staff functions under the authority, direction, and control of the National Command Authorities (NCA) and transmits communications between the NCA and combatant commanders and oversees activities of combatant commanders as directed by the Secretary of Defense.

Combatant commanders accomplish the mission.

Combatant commanders exercise combatant command (command authority) (COCOM) over assigned forces and are directly responsible to the NCA for the performance of assigned missions and the preparedness of their commands to perform assigned missions.

In a foreign country, the **US Ambassador** is responsible to the President for directing, coordinating, and supervising all US Government (USG) elements in the host nation except those under the command of a combatant commander.

Unified Action

Unified action describes the broad scope of actions taking place within a unified command, subordinate unified command, or joint task force (JTF).

The term “unified action” is a broad generic term referring to the **broad scope of activities** (including the synchronization and/or integration of the activities of governmental and nongovernmental agencies) **taking place within unified commands, subordinate unified commands, or joint task forces (JTFs) under the overall direction of the commanders of those commands.** Within this general category of operations, subordinate commanders of forces conduct either single-Service or joint operations to support the overall operation. Unified action synchronizes and/or integrates joint, single-Service, special, multinational, and supporting operations with the operations of government agencies, NGOs, and IOs to achieve unity of effort in the operational area. Unified action within the military instrument of national power supports the national strategic unity of effort through close coordination with the other instruments of national power.

Unified action starts with unified direction.

Unified direction is normally accomplished by establishing a joint force, assigning a mission or objective to the joint force commander (JFC), establishing command relationships, assigning and/or attaching appropriate forces to the joint force, and empowering the JFC with sufficient authority over the forces to accomplish the assigned mission.

Objectives

Objectives provide focus for military action.

In the abstract sense, an objective is the clearly defined, decisive, and attainable goal toward which every military operation should be directed — the military objective. Objectives are essential to achieve unity of effort. In the concrete sense, an objective may be a **physical object** of the action taken (e.g., a definite terrain feature, the seizure or holding of which is essential to the commander’s plan, or the destruction of an enemy force without regard to terrain features). This is more accurately termed the “physical objective.” Physical objectives must not be confused with military objectives, although occasionally they may overlap. Usually, physical objectives contribute to the attainment of military objectives. Military objectives must contribute to the achievement of national objectives.

Roles, Missions, and Functions

Roles, missions, and functions provide direction and establish responsibility.

Roles are the broad and enduring purposes for which the Services and the United States Special Operations Command (USSOCOM) were established in law. **Missions** are the tasks assigned by the President or Secretary of Defense to the combatant commanders. **Functions** are specific responsibilities assigned by the NCA to enable the Services to fulfill their legally established roles.

Chain of Command

The chain of command runs from the National Command Authorities (NCA) to the combatant commanders for missions and forces assigned to their commands and from the NCA to the Secretaries of the Military Departments for forces not assigned to a combatant commander.

The NCA exercise authority and control of the Armed Forces through **two distinct branches of the chain of command**. One branch runs from the President, through the Secretary of Defense, directly to the commanders of combatant commands for missions and forces assigned to their commands. The other branch, used for purposes other than operational direction of forces assigned to combatant commands, runs from the President, through the Secretary of Defense, to the Secretaries of the Military Departments. The Military Departments, organized separately, operate under the authority, direction, and control of the Secretary of Defense. The Secretaries of the Military Departments exercise authority through their respective Service Chiefs over their forces not assigned to the combatant commanders.

Interagency Coordination

Military operations must be synchronized and/or integrated with those of other agencies of the US Government, as well as with foreign forces, nongovernmental organizations, international organizations, and regional organizations.

Interagency coordination **forges the vital link** between the military and the economic, diplomatic, and informational entities of the USG as well as NGOs and IOs. Successful interagency coordination and planning enables these agencies, departments, and organizations to mount a coherent and efficient collective operation — to achieve unity of effort.

Across the range of military operations, a broad variety of agencies — many with indispensable practical competencies and major legal responsibilities — interact with the Armed Forces of the United States.

Obtaining coordinated and integrated effort in an interagency operation should not be equated to the command and control (C2) of a military operation. Various agencies' different and sometimes conflicting goals, policies, procedures, and decisionmaking techniques make unity of effort a challenge.

Functions of the Department of Defense

Unified action in carrying out the military component of National Security Strategy is accomplished through an organized defense framework.

As prescribed by higher authority, the Department of Defense will maintain and employ Armed Forces to **support and defend** the Constitution of the United States against all enemies, foreign and domestic; **ensure**, by timely and effective military action, **the security of the United States**, its possessions, and areas vital to its interest; and **uphold and advance the national policies and interests of the United States**.

Command Relationships and Assignment and Transfer of Forces

Command is central to all military action, and unity of command is central to unity of effort.

Command. Although commanders may delegate authority to accomplish missions, they may not absolve themselves of the responsibility for the attainment of these missions.

Command and Staff. JFCs are provided staffs to assist them in the decisionmaking and execution process. **The staff is an extension of the commander**; its sole function is command support, and its only authority is that which is delegated to it by the commander.

Levels of Authority.

The authority vested in a commander must be commensurate with the responsibility assigned. **Levels of authority** include the four types of command relationships: COCOM, operational control (OPCON), tactical control (TACON), and support. The other authorities are coordinating authority, administrative control (ADCON), and direct liaison authorized (DIRLAUTH).

A force assigned or attached to a combatant command may be transferred from that command only as directed by the Secretary of Defense.

All forces (except as noted in title 10, US Code (USC), section 162) **are assigned to combatant commands** by the Secretary of Defense's "Forces for Unified Commands" memorandum. A force assigned or attached to a combatant command may be transferred from that command only as directed by the Secretary of Defense and under procedures prescribed by the Secretary of Defense and approved by the President. The command relationship the gaining commander will exercise (and the losing commander will relinquish) will be specified by the Secretary of Defense. Establishing authorities for subordinate unified commands and JTFs may direct the assignment or attachment of their forces to those subordinate commands as appropriate. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise over those forces must be specified by the Secretary of Defense.

Forces, not command relationships, are transferred between commands.

When the transfer of forces to a joint force will be **permanent** (or for an unknown but long period of time) **forces should be reassigned.**

When transfer of forces to a joint force is **temporary**, the forces are **attached** to the gaining command and JFCs will exercise OPCON or TACON, as appropriate, over the attached forces.

Combatant Command (Command Authority)

Combatant command (command authority) is vested only in commanders of combatant commands or as directed by the President and is nontransferable.

COCOM is the command authority over assigned forces vested only in the commanders of combatant commands by title 10, USC, section 164, or as directed by the President in the Unified Command Plan (UCP), and cannot be delegated or transferred. COCOM is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training (or, in the case of USSOCOM, training of assigned forces), and logistics necessary to accomplish the missions assigned to the command.

Operational Control

Operational control is command authority that may be exercised by commanders at any echelon at or below the level of combatant command and may be delegated within the command.

OPCON is inherent in COCOM and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. OPCON includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command.

Tactical Control

Tactical control is the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish assigned missions or tasks.

TACON is the command authority over assigned or attached forces or commands or military capability made available for tasking that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish assigned missions or tasks. TACON is inherent in OPCON and may be delegated to and exercised by commanders at any echelon at or below the level of combatant command.

Support

The four categories of support are general, mutual, direct, and close.

Support is a command authority. A support relationship is established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Support may be exercised by commanders at any echelon at or below the level of combatant command. Several categories of support have been defined for use within a combatant command as appropriate to better characterize the support that should be given. Support relationships may be categorized as general, mutual, direct, and close.

Administrative Control

Administrative control is authority over subordinate or other organizations with respect to administration and support.

ADCON is the direction or exercise of authority over subordinate or other organizations with respect to administration and support including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. This is the authority necessary to fulfill Military Department statutory responsibilities for administration and support.

Coordinating Authority

Coordinating authority is used for coordinating special functions and activities.

Coordinating authority is the authority delegated to a commander or individual for coordinating specific functions and activities involving forces of two or more Military Departments, two or more joint force components, or two or more forces of the same Service. The commander or individual has the authority to require consultation between the agencies involved, but does not have the authority to compel agreement.

Direct Liaison Authorized

Direct liaison authorized is the authority to directly consult or coordinate an action.

DIRLAUTH is that authority granted by a commander (at any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command.

Training and Readiness Oversight

Training and readiness oversight (TRO) is the authority that combatant commanders may exercise over Reserve

Component (RC) forces when not on active duty and when on active duty for training. Combatant commanders will normally exercise TRO over assigned RC forces through their Service component commanders.

Joint Command and Control

Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached forces.

Command (the lawful authority of a commander) **and control** (the regulation of forces and functions to accomplish the mission in accordance with the commander's intent) is the most important function undertaken by a JFC. C2 is the means by which a JFC synchronizes and/or integrates joint force activities in order to achieve unity of command and unity of effort. **C2 ties together** all the operational functions and tasks and applies to all levels of war and echelons of command across the range of military operations.

Unity of effort is strengthened through adherence to the following C2 tenets.

Unity of command requires clearly defined authorities, roles, and relationships.

C2 of joint operations begins by establishing **unity of command** through the designation of a JFC with the requisite authority to accomplish assigned tasks using an uncomplicated chain of command. It is essential for the JFC to ensure that subordinate commanders, staff principals, and leaders of C2 nodes understand their authorities, their role in decisionmaking and controlling, and their relationships with others.

Information management

Control of information is a prerequisite to maintaining C2 of a joint operation. Identifying, requesting, receiving, tracking, and disseminating the needed information ensures that decision makers make informed, timely decisions.

Implicit communication

Because JFCs seek to minimize restrictive control measures and detailed instructions, they must find efficient and effective ways to create cooperation and compliance. The JFC does this by fostering implicit communication and understanding with all subordinates. Two joint C2 concepts that nurture implicit communications are **commander's intent and mission-type orders**.

Timely decisionmaking

The JFC can get inside the adversary's decision and execution cycle by **making more timely decisions**. Doing so generates adversary confusion and disorder and slows opponent decisionmaking. The commander who can gather information and make decisions faster and better will generate a quicker tempo of operations and gain a decided military advantage.

Executive Summary

Robust integration, synchronization, and coordination mechanisms

Integration, synchronization, and coordination methods and tools encourage synergistic interaction among joint force components.

Battle rhythm discipline

Every joint force command headquarters has a rhythm regulated by the flow of information and the decision cycle. **The keys to capturing and maintaining control over the battle rhythm are simplicity and a sensitivity to the components' battle rhythms.**

Responsive, interoperable support systems

Intelligence, surveillance, and reconnaissance (ISR), space-based, and command, control, communications, and computer support systems must be responsive in real time to provide the JFC with accurate, timely, relevant, and adequate information.

Situational awareness

The primary objective that the staff seeks to attain for the commander, and for subordinate commanders, is **understanding or situational awareness** — a prerequisite in order for commanders to anticipate opportunities and challenges.

Mutual trust

Trust among the commanders and staffs in a joint force expands the JFC's options and enhances flexibility, agility, and the freedom to take the initiative when conditions warrant. **Mutual trust** results from honest efforts to learn about and understand the capabilities that each member brings to the joint force, demonstrated competence, and planning and training together.

Multinational Operations

The United States often has common or mutually-compatible security interests and participates in operations with other nations.

Where commonality or compatibility of interests exists, nations may enter into political, economic, informational, and military partnerships. These partnerships occur in both regional and worldwide patterns as nations seek opportunities to promote their mutual national interests; ensure mutual security against real and perceived threats; and conduct foreign humanitarian assistance and peace operations. Cultural, psychological, economic, technological, informational, and political factors, as well as transnational dangers, all impact on multinational operations.

Multinational Unity of Effort

Attaining unity of effort through unity of command for a multinational operation may not be politically feasible, but it should be a goal.

Some **principles** must be attained to ensure unity of effort among allied or coalition forces. First, there must be **common understanding** among all national forces of the **overall aim** of the multinational force (MNF) and the **concept for its attainment**. **Coordinated policy**, particularly on such matters as alliance or coalition commanders' authority over national logistics (including infrastructure) and ISR, **is required**. Finally, commanders and their representatives must establish and maintain **trust** and **confidence** among the MNFs. **Plain and objective communication**, together with common courtesy, is essential.

Command and Control of US Forces in Multinational Operations

The chain of command from the President to the lowest US commander in the field remains inviolate.

The President retains command authority over US forces. This includes the authority and responsibility for effectively using available resources and employment planning along with organizing, directing, coordinating, controlling, and protecting military forces for the accomplishment of assigned missions. **It is sometimes prudent or advantageous** (for reasons such as maximizing military effectiveness and ensuring unity of effort) **to place appropriate US forces under the OPCON of a foreign commander** to achieve specified military objectives (see restrictions in Chapter IV, "Multinational Operations"). In making the determination to place US forces under the OPCON of non-US commanders, the President carefully considers such factors as the mission, size of the proposed US force, risks involved, anticipated duration, and rules of engagement.

Principles and Policy for Establishing Joint Commands

Joint forces are established at three levels: unified commands, subordinate unified commands, and JTFs.

In accordance with the UCP, combatant commands are established by the President through the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Commanders of unified commands may establish subordinate unified commands when so authorized by the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff. JTFs can be established by the Secretary of Defense, a combatant commander, a subordinate unified commander, or an existing JTF commander.

Basis for Establishing Joint Forces

Joint forces can be established on either a geographic or functional basis.

The joint force commander (JFC) is assigned a geographic area by the establishing authority.

Geographic Area. Establishing a joint force on a geographic area basis is the most commonly used method to assign responsibility for continuing operations. A JFC assigned a geographic area is considered an area commander. **Only commanders of geographic combatant commands are assigned areas of responsibility. Subordinate JFCs are normally assigned other operational areas.**

The JFC is assigned a functional area for certain types of continuing operations.

Functional Area. Sometimes a joint force based solely on military functions without respect to a specific geographic region is more suitable to fix **responsibility for certain types of continuing operations** (e.g., the unified commands for transportation, space, special operations, and strategic operations). The commander of a joint force established on a functional basis is assigned a functional responsibility by the establishing authority.

Organizing Joint Forces

The JFC organizes forces to accomplish the mission.

JFCs have the **authority to organize forces to best accomplish the assigned mission** based on their concept of operations. The JFC will establish subordinate commands, assign responsibilities, establish or delegate appropriate command relationships, and establish coordinating instructions for their component commanders. **Sound organization should provide for unity of effort, centralized planning and direction, and decentralized execution.**

The composition of the JFC's staff will **reflect the composition of the joint force** to ensure that those responsible for employing joint forces have a thorough knowledge of the capabilities and limitations of assigned or attached forces.

All joint forces contain Service components because of administrative and logistic requirements.

Administrative and logistic support for joint forces are provided through Service component commands. The JFC also may conduct operations through the Service component commanders or, at lower echelons, through Service force commanders.

Functional components may be established by JFCs when forces of two or more Services must operate in the same dimension.

Functional component commands can be appropriate when **forces from two or more Services must operate in the same dimension or medium or there is a need to accomplish a distinct aspect of the assigned mission.** Functional component commands do not constitute a joint force.

Most often, joint forces are organized with a combination of Service and functional component commands with operational responsibilities.

Unified Command

Unified and specified commands are established by the President through the Secretary of Defense.

A **unified command** is a command with broad continuing missions under a single commander and composed of forces from two or more Military Departments and which is established by the President, through the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff. The unified commander can **adapt a** command structure using any of the following **six options: 1) subordinate unified command, 2) JTF, 3) functional component, 4) Service component, 5) single-Service force (normally the combatant commander assigns operations requiring a single-Service force to a Service component), or 6) Specific operational forces that, because of mission assigned and the urgency of the situation, must remain immediately responsive to the combatant commander.** These options do not in any way limit the commanders' authority to organize their forces as they see fit.

Specified Command

A **specified command** is a command that has broad continuing missions and that is established by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. It normally is composed of forces from a **single Military Department**, but it may include units and staff representation from other Services.

Subordinate Unified Command

Subordinate unified commands are established by commanders of unified commands when so authorized by the NCA.

When authorized by the NCA through the Chairman of the Joint Chiefs of Staff, commanders of unified commands may establish subordinate unified commands (also called subunified commands) to conduct operations on a continuing basis in accordance with the criteria set forth for unified commands. A subordinate unified command may be **established on a geographical area or functional basis.**

Joint Task Force

A JTF can be established by the Secretary of Defense, and/or by commanders of combatant commands, subordinate unified commands, or existing JTFs.

A JTF is a joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subordinate unified command commander, or an existing JTF commander. **A JTF may be established on a geographical area or functional basis** when the mission has a specific limited objective and does not require overall centralized control of logistics.

CONCLUSION

This publication provides basic doctrine and guidance for unified action and, together with Joint Publication 1, *Joint Warfare of the Armed Forces of the United States*, serves as the capstone for all US joint doctrine. As such, this publication specifies the authorized command relationships and authority that military commanders can use, provides policy for the exercise of that military authority, provides doctrine and principles for C2, prescribes guidance for organizing joint forces, and describes policy for selected joint activities.

- Combatant commanders with geographic responsibilities shall exercise authority for force protection over all DOD personnel (including their dependents) assigned, attached, transiting through, or training in the combatant commander's AOR; except for those for whom the chief of mission retains security responsibility.
- This authority enables combatant commanders to change, modify, prescribe, and enforce force protection measures for covered forces.
- Directives from combatant commanders having authority for force protection should consider the worldwide mission of those commanders with global responsibilities.

For further detail concerning the force protection authority of the geographic combatant commanders, refer to DODD 2000.12, DOD Antiterrorism/Force Protection (AT/FP) Program.

g. Assumption of Temporary Command. In the temporary absence of a combatant commander from the command,

interim command will pass to the deputy commander. If a deputy commander has not been designated, interim command will pass to the **next senior officer** present for duty who is eligible to exercise command, regardless of Service affiliation.

3. Specified Command

There are currently no specified commands designated. Because the option to create a specified command still exists, the following information is provided. A specified command is a **command that has broad continuing missions** and is established by the President, through the Secretary of Defense, with the advice and assistance of the Chairman of the Joint Chiefs of Staff (see Figure V-3).

a. **Composition.** Although a specified command **normally is composed of forces from one Military Department**, it may include units and staff representation from other Military Departments.

b. **Transfer of Forces from Other Military Departments.** When units of other Military Departments are transferred (assigned or attached) to the commander of a specified command, the purpose and duration

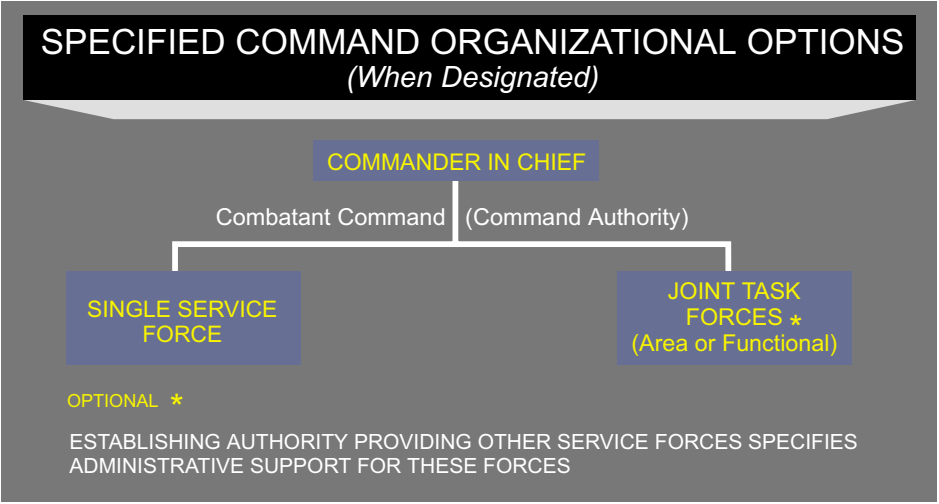


Figure V-3. Specified Command Organizational Options (When Designated)

of the transfer normally will be indicated. Such transfer, in and of itself, does not constitute the specified command as a unified command or a JTF. If the transfer is major and to be of long duration, a unified command normally would be established in lieu of a specified command.

c. **Authority and Responsibilities.** The commander of a specified command has the same authority and responsibilities as the commander of a unified command, except that no authority exists to establish subordinate unified commands.

4. Subordinate Unified Command

When authorized by the NCA through the Chairman of the Joint Chiefs of Staff, **commanders of unified commands may establish subordinate unified commands** (also called **subunified commands**) to conduct operations on a continuing basis in accordance with the criteria set forth for

unified commands (see Figure V-4). A subordinate unified command (e.g., United States Forces Korea, Special Operations Command of Joint Forces Command) may be established on a **geographical area** or **functional basis**. **Commanders of subordinate unified commands have functions and responsibilities similar to those of the commanders of unified commands** and exercise OPCON of assigned commands and forces and normally over attached forces within the assigned JOA or functional area. **The commanders of components or Service forces of subordinate unified commands have responsibilities and missions similar to those for component commanders within a unified command.** The Service component or Service force commanders of a subordinate unified command normally will communicate directly with the commanders of the Service component command of the unified command on Service-specific matters and inform the commander of the subordinate unified command as that commander directs.

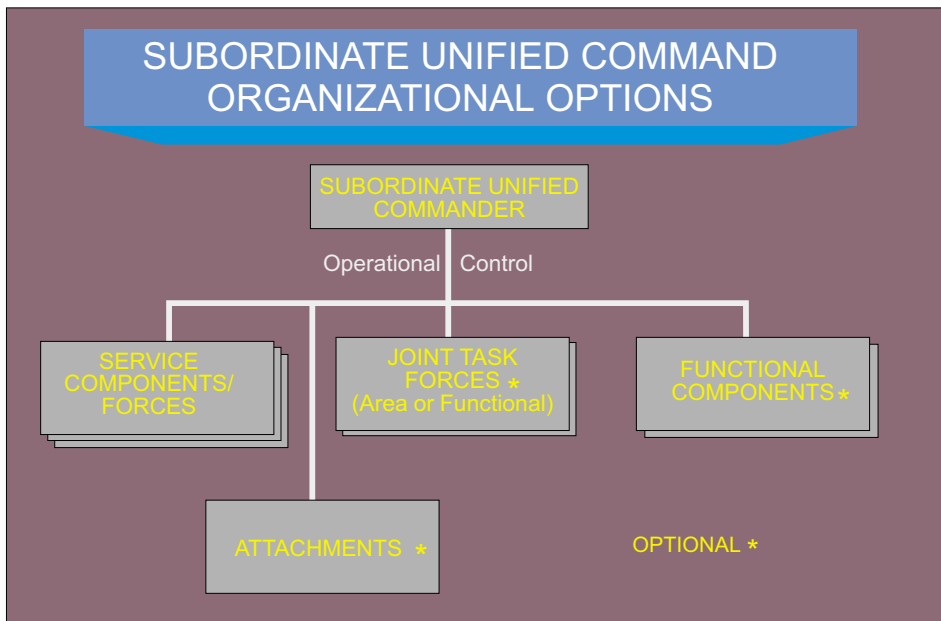


Figure V-4. Subordinate Unified Command Organizational Options

5. Joint Task Force

As shown in Figure V-5, a **JTF** is a **joint force** that is constituted and so designated by the Secretary of Defense, a combatant commander, a subordinate unified commander, or an existing JTF commander. (A naval force consisting of Navy and Marine Corps forces does not by itself constitute a JTF.)

a. A JTF may be established on a **geographical area** or **functional basis** when the mission has a **specific limited objective** and does **not require overall centralized control of logistics**. The mission assigned to a JTF should require execution of responsibilities involving a joint force on a significant scale and close integration of effort, or should require coordination within a subordinate area or coordination of local defense of a subordinate area. A JTF is **dissolved by the proper authority** when the purpose for which it was created has been achieved or when it is no longer required.

b. The authority establishing a JTF **designates the commander and assigns the mission and forces**.

c. The commander of a JTF **exercises OPCON** over assigned (and normally over attached) forces. The commander is responsible for making **recommendations to the superior commander** on the proper employment of assigned and attached forces and for accomplishing such operational missions as may be assigned by the establishing commander. JTF commanders also are responsible to the establishing commander for the **conduct of joint training of assigned forces**.

d. Although not recommended, due to the need to concentrate on JTF-level considerations, **the JTF commander also may act as the commander of a subordinate command, when authorized by the establishing authority**. When this is the case, the commander also has the responsibilities associated with the subordinate command for

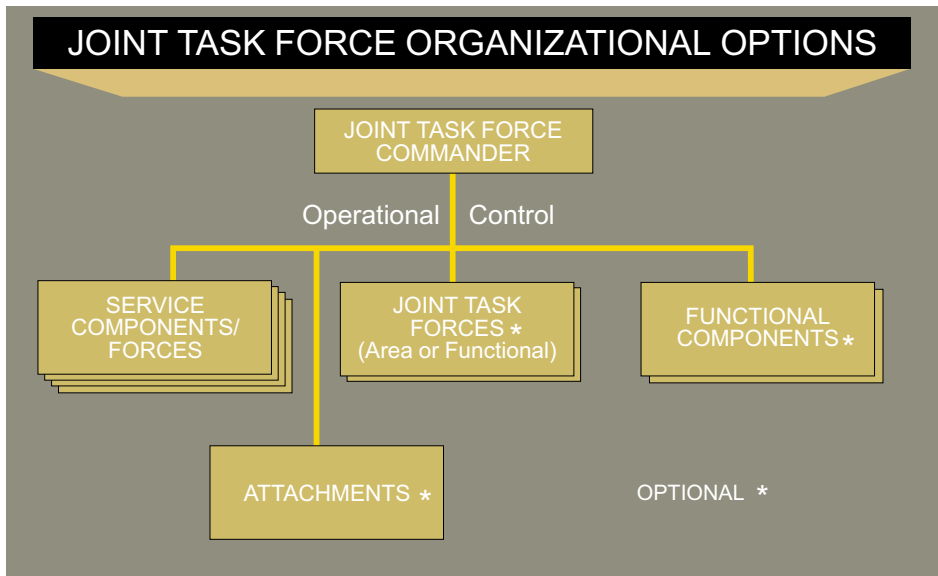


Figure V-5. Joint Task Force Organizational Options

the forces belonging to the parent Service. The JTF establishing authority should consider that dual-hatting a commander also means dual-hatting the commander's staff that can result in forcing the staff to operate at the operational and tactical levels simultaneously.

e. The JTF commander will have a **joint staff** with appropriate members in key positions of responsibility from each Service or functional component having significant forces assigned to the command.

f. JTF headquarters basing depends on the JTF mission, operational environment, and available capabilities and support. Basing options for a JTF headquarters include the following:

- Land-based;
- Sea-based;
- Initially sea-based, then transition to a different land-based staff; or
- Initially sea-based, then moves ashore while retaining control.

For further detail concerning JTFs, refer to JP 5-00.2, Joint Task Force Planning Guidance and Procedures.

SECTION B. THE COMMANDER, STAFF, AND COMPONENTS OF A JOINT FORCE

6. Commander Responsibilities

a. **Responsibilities of a Superior Commander.** Although specific responsibilities will vary, **every superior commander possesses the general responsibilities to provide the following.**

- **Timely communication** of clear-cut missions or tasks, together with the role of each subordinate in the superior's plan. Tasks must be realistic and leave the subordinate as much freedom of execution as possible.

- **Forces and other means** in a timely manner to immediate subordinates for accomplishing assigned tasks. This includes the requisite time to plan and prepare for military action.

- **All available information** to subordinates that bears on the changing situation, including changes in plans, missions and tasks; resources; and friendly, enemy, and environmental situations.

- **Delegation of authority** to subordinates commensurate with their responsibilities.

b. **Responsibilities of a Subordinate Commander.** In addition to other responsibilities that change according to circumstances, **all subordinate commanders possess the general responsibilities to provide for the following.**

- **The accomplishment of missions or tasks** assigned by the plans and orders of the superior. Authority normally is given to the subordinate commander to select the methodology for accomplishing the mission; however, this may be limited by establishing directives issued by the superior commander to ensure effective joint operations. When required by a changing situation, a subordinate commander may depart in some measure from the plan if the action will not unnecessarily jeopardize friendly forces and is in the best interest of better accomplishing the overall objective. Any such departure from the plan by a

PART II — TERMS AND DEFINITIONS

administrative control. Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. Also called ADCON. (JP 1-02)

alliance. An alliance is the result of formal agreements (i.e., treaties) between two or more nations for broad, long-term objectives which further the common interests of the members. (JP 1-02)

area of responsibility. The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

armed forces. The military forces of a nation or a group of nations. (JP 1-02)

Armed Forces of the United States. A term used to denote collectively all components of the Army, Navy, Air Force, Marine Corps, and Coast Guard. See also United States Armed Forces. (JP 1-02)

assign. 1. To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel. 2. To detail individuals to specific duties or functions where such duties or functions are primary and/or

relatively permanent. See also attach. (JP 1-02)

attach. 1. The placement of units or personnel in an organization where such placement is relatively temporary. 2. The detailing of individuals to specific functions where such functions are secondary or relatively temporary, e.g., attached for quarters and rations; attached for flying duty. See also assign. (JP 1-02)

battlespace. The environment, factors, and conditions that must be understood to successfully apply combat power, protect the force, or complete the mission. This includes air, land, sea, space, and the included enemy and friendly forces, facilities, weather, terrain, the electromagnetic spectrum, and information environment within the operational areas and areas of interest. (JP 1-02)

boundary. A line which delineates surface areas for the purpose of facilitating coordination and deconfliction of operations between adjacent units, formations, or areas. (JP 1-02)

campaign. A series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space. See also campaign plan. (JP 1-02)

campaign plan. A plan for a series of related military operations aimed at accomplishing a strategic or operational objective within a given time and space. See also campaign. (JP 1-02)

chain of command. The succession of commanding officers from a superior to a subordinate through which command is exercised. Also called command channel. (JP 1-02)

close support. That action of the supporting force against targets or objectives which are sufficiently near the supported force as to require detailed integration or coordination of the supporting action with the fire, movement, or other actions of the supported force. (JP 1-02)

coalition. An ad hoc arrangement between two or more nations for common action. (JP 1-02)

combatant command. A unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities. (JP 1-02)

combatant command (command authority). Nontransferable command authority established by title 10 (“Armed Forces”), United States Code, section 164, exercised only by commanders of unified or specified combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally, this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Combatant

command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). Also called COCOM. See also combatant command; combatant commander; operational control; tactical control. (JP 1-02)

combatant commander. A commander in chief of one of the unified or specified combatant commands established by the President. Also called CINC. (JP 1-02)

combined. Between two or more forces or agencies of two or more allies. (When all allies or services are not involved, the participating nations and services shall be identified; e.g., combined navies.) (JP 1-02)

command. 1. The authority that a commander in the Armed Forces lawfully exercises over subordinates by virtue of rank or assignment. Command includes the authority and responsibility for effectively using available resources and for planning the employment of, organizing, directing, coordinating, and controlling military forces for the accomplishment of assigned missions. It also includes responsibility for health, welfare, morale, and discipline of assigned personnel. 2. An order given by a commander; that is, the will of the commander expressed for the purpose of bringing about a particular action. 3. A unit or units, an organization, or an area under the command of one individual. See also combatant command; combatant command (command authority). Also called CMD. (JP 1-02)

command and control. The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control

functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called C2. (JP 1-02)

command and control system. The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned forces pursuant to the missions assigned. (JP 1-02)

commander's critical information requirements. A comprehensive list of information requirements identified by the commander as being critical in facilitating timely information management and the decision making process that affect successful mission accomplishment. The two key subcomponents are critical friendly force information and priority intelligence requirements. Also called CCIR. (JP 1-02)

command relationships. The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command; defined further as combatant command (command authority), operational control, tactical control, or support. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

component. 1. One of the subordinate organizations that constitute a joint force. Normally, a joint force is organized with a combination of Service and functional components. 2. In logistics, a part or combination of parts having a specific function which can be installed or replaced only as an entity. (JP 1-02)

continuity of operations. The degree or state of being continuous in the conduct of functions, tasks, or duties necessary to accomplish a military action or mission in carrying out the national military strategy. It includes the functions and duties of the commander, as well as the supporting functions and duties performed by the staff and others acting under the authority and direction of the commander. Also called COOP. (JP 1-02)

coordinating authority. A commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more Military Departments, two or more joint force components, or two or more forces of the same Service. The commander or individual has the authority to require consultation between the agencies involved, but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. Coordinating authority is a consultation relationship, not an authority through which command may be exercised. Coordinating authority is more applicable to planning and similar activities than to operations. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

decentralized execution. The delegation of execution authority to subordinate commanders. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

direct liaison authorized. That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct

liaison authorized is more applicable to planning than operations and always carries with it the requirement of keeping the commander granting direct liaison authorized informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised. Also called DIRLAUTH. (JP 1-02)

direct support. A mission requiring a force to support another specific force and authorizing it to answer directly the supported force's request for assistance. (JP 1-02)

directive authority for logistics. Combatant commander authority to issue directives to subordinate commanders, including peacetime measures, necessary to ensure the effective execution of approved operation plans. Essential measures include the optimized use or reallocation of available resources and prevention or elimination of redundant facilities and/or overlapping functions among the Service component commands. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

doctrine. Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application. (JP 1-02)

executive agent. A term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on the Secretary's behalf. An agreement between equals does not create an executive agent. For example, a Service cannot become a Department of Defense executive agent for a particular matter with simply the agreement of the other Services; such authority must be delegated by the

Secretary of Defense. Designation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specified purposes. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

force. 1. An aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

functional component command. A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period of time. (JP 1-02)

general support. 1. That support which is given to the supported force as a whole and not to any particular subdivision thereof. (JP 1-02)

integration. 1. In force protection, the synchronized transfer of units into an operational commander's force prior to mission execution. 2. The arrangement of military forces and their actions to create a force that operates by engaging as a whole. 3. In photography, a process by which the average radar picture seen on several scans of the time base may be

obtained on a print, or the process by which several photographic images are combined into a single image. (This term and its definitions modify the existing term and its definitions and are approved for inclusion in the next edition of JP 1-02)

joint. Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate. (JP 1-02)

joint doctrine. Fundamental principles that guide the employment of forces of two or more Military Departments in coordinated action toward a common objective. It is authoritative; as such joint doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise. It will be promulgated by or for the Chairman of the Joint Chiefs of Staff, in coordination with the combatant commands and Services. (JP 1-02)

joint force. A general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments, operating under a single joint force commander. (JP 1-02)

joint force commander. A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called JFC. (JP 1-02)

joint operations. A general term to describe military actions conducted by joint forces, or by Service forces in relationships (e.g., support, coordinating authority), which, of themselves, do not create joint forces. (JP 1-02)

joint operations area. An area of land, sea, and airspace, defined by a geographic combatant commander or subordinate

unified commander, in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission. Joint operations areas are particularly useful when operations are limited in scope and geographic area or when operations are to be conducted on the boundaries between theaters. Also called JOA. (JP 1-02)

joint operations center. A jointly manned facility of a joint force commander's headquarters established for planning, monitoring, and guiding the execution of the commander's decisions. Also called JOC. (JP 1-02)

joint staff. 1. The staff of a commander of a unified or specified command, subordinate unified command, joint task force, or subordinate functional component (when a functional component command will employ forces from more than one Military Department), which includes members from the several Services comprising the force. These members should be assigned in such a manner as to ensure that the commander understands the tactics, techniques, capabilities, needs, and limitations of the component parts of the force. Positions on the staff should be divided so that Service representation and influence generally reflect the Service composition of the force. 2. (capitalized as Joint Staff) The staff under the Chairman of the Joint Chiefs of Staff as provided for in the National Security Act of 1947, as amended by the Goldwater-Nichols Department of Defense Reorganization Act of 1986. The Joint Staff assists the Chairman and, subject to the authority, direction, and control of the Chairman, the other members of the Joint Chiefs of Staff and the Vice Chairman in carrying out their responsibilities. Also called JS. (JP 1-02)

Joint Strategic Capabilities Plan. The Joint Strategic Capabilities Plan (JSCP) provides

guidance to the combatant commanders and the Joint Chiefs of Staff to accomplish tasks and missions based on current military capabilities. It apportions resources to combatant commanders, based on military capabilities resulting from completed program and budget actions and intelligence assessments. The JSCP provides a coherent framework for capabilities-based military advice provided to the National Command Authorities. Also called JSCP. (JP 1-02)

joint task force. A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint task force commander. Also called JTF. (JP 1-02)

Military Department. One of the departments within the Department of Defense created by the National Security Act of 1947, as amended. (JP 1-02)

Military Service. A branch of the Armed Forces of the United States, established by act of Congress, in which persons are appointed, enlisted, or inducted for military service, and which operates and is administered within a military or executive department. The Military Services are: the United States Army, the United States Navy, the United States Air Force, the United States Marine Corps, and the United States Coast Guard. (JP 1-02)

multinational force. A force composed of military elements of nations who have formed an alliance or coalition for some specific purpose. See also multinational operations. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

multinational force commander. A general term applied to a commander who exercises

command authority over a military force composed of elements from two or more nations. The extent of the multinational force commander's command authority is determined by the participating nations. Also called MNFC. (JP 1-02)

multinational operations. A collective term to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of a coalition or alliance. (JP 1-02)

mutual support. That support which units render each other against an enemy, because of their assigned tasks, their position relative to each other and to the enemy, and their inherent capabilities. (JP 1-02)

National Command Authorities. The President and the Secretary of Defense or their duly deputized alternates or successors. Also called NCA. (JP 1-02)

National Military Command System. The priority component of the Global Command and Control System designed to support the National Command Authorities and Joint Chiefs of Staff in the exercise of their responsibilities. Also called NMCS. (JP 1-02)

national military strategy. The art and science of distributing and applying military power to attain national objectives in peace and war. (JP 1-02)

national security strategy. The art and science of developing, applying, and coordinating the instruments of national power (diplomatic, economic, military, and informational) to achieve objectives that contribute to national security. Also called national strategy or grand strategy. (JP 1-02)

national support element. Any national organization or activity that supports national forces that are a part of a

multinational force. Their mission is nation-specific support to units and common support that is retained by the nation. Also called NSE. (This term and its definition are approved for inclusion in the next edition of JP 1-02.)

nongovernmental organizations.

Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief). “Nongovernmental organizations” is a term normally used by non-United States organizations. Also called NGOs. (JP 1-02)

objective. 1. The clearly defined, decisive, and attainable goals towards which every military operation should be directed. 2. The specific target of the action taken (for example, a definite terrain feature, the seizure or holding of which is essential to the commander’s plan, or, an enemy force or capability without regard to terrain features). (This term and its definition are provided for information only and are proposed for inclusion in JP 1-02 by JP 3-0.)

operational area. An overarching term encompassing more descriptive terms for geographic areas in which military operations are conducted. Operational areas include, but are not limited to, such descriptors as area of responsibility, theater of war, theater of operations, joint operations area, amphibious objective area, joint special operations area, and area of operations. (This term and its definition are provided for information only and are proposed for inclusion in JP 1-02 by JP 3-0.)

operational control. Command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority) and may be delegated within the command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense. Operational control is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

Service component command. A command consisting of the Service component commander and all those Service forces, such as individuals, units, detachments,

organizations, and installations under the command, including the support forces that have been assigned to a combatant command, or further assigned to a subordinate unified command or joint task force. See also component; functional component command. (JP 1-02)

specified command. A command that has a broad, continuing mission, normally functional, and is established and so designated by the President through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. It normally is composed of forces from a single Military Department. Also called specified combatant command. (JP 1-02)

subordinate unified command. A command established by commanders of unified commands, when so authorized through the Chairman of the Joint Chiefs of Staff, to conduct operations on a continuing basis in accordance with the criteria set forth for unified commands. A subordinate unified command may be established on an area or functional basis. Commanders of subordinate unified commands have functions and responsibilities similar to those of the commanders of unified commands and exercise operational control of assigned commands and forces within the assigned operational area. Also called subunified command. (JP 1-02)

support. 1. The action of a force that aids, protects, complements, or sustains another force in accordance with a directive requiring such action. 2. A unit that helps another unit in battle. 3. An element of a command that assists, protects, or supplies other forces in combat. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

supported commander. 1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (This term and its definition are provided for information only and are proposed for inclusion in JP 1-02 by JP 3-0.)

supporting commander. 1. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan. Includes the designated combatant commands and Defense agencies as appropriate. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (This term and its definition are provided for information only and are proposed for inclusion in JP 1-02 by JP 3-0.)

tactical control. Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant

command. When forces are transferred between combatant commands, the command relationship the gaining commander will exercise (and the losing commander will relinquish) over these forces must be specified by the Secretary of Defense. Tactical control provides sufficient authority for controlling and directing the application of force or tactical use of combat support assets within the assigned mission or task. Also called TACON. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

tactics. 1. The employment of units in combat. 2. The ordered arrangement and maneuver of units in relation to each other and/or to the enemy in order to use their full potentialities. (JP 1-02)

training and readiness oversight. The authority that combatant commanders may exercise over assigned Reserve Component (RC) forces when not on active duty or when on active duty for training. As a matter of Department of Defense policy, this authority includes: a. Providing guidance to Service component commanders on operational requirements and priorities to be addressed in Military Department training and readiness programs; b. Commenting on Service component program recommendations and budget requests; c. Coordinating and approving participation by assigned RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty for training; d. Obtaining and reviewing readiness and inspection reports on assigned RC forces; and e. Coordinating and reviewing mobilization plans (including post-mobilization training activities and deployability validation procedures) developed for assigned RC forces. Also called TRO. (This term and

its definition are approved for inclusion in the next edition of JP 1-02.)

transient forces. Forces which pass or stage through, or base temporarily within, the operational area of another command but are not under its operational control. (This term and its definition modify the existing term and its definition and are approved for inclusion in the next edition of JP 1-02.)

unified action. A broad generic term that describes the wide scope of actions (including the synchronization of activities with governmental and nongovernmental agencies) taking place within unified commands, subordinate unified commands, or joint task forces under the overall direction of the commanders of those commands. (JP 1-02)

Unified Action Armed Forces. A publication setting forth the policies, principles, doctrines, and functions governing the activities and performance of the Armed Forces of the United States when two or more Military Departments or Service elements thereof are acting together. Also called UNAAF. (JP 1-02)

unified command. A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more Military Departments, and which is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Also called unified combatant command. (JP 1-02)

Unified Command Plan. The document, approved by the President, which sets forth basic guidance to all unified combatant commanders; establishes their missions,

responsibilities, and force structure; delineates the general geographical area of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders. Also called UCP. (JP 1-02)

United States Armed Forces. Used to denote collectively only the regular components of the Army, Navy, Air Force, Marine Corps, and Coast Guard. See also Armed Forces of the United States. (JP 1-02)

Student Handout 4

This student handout contains 12 pages of an extract from DOD 5100.1.



Department of Defense DIRECTIVE

NUMBER 5100.1

August 1, 2002

DA&M

SUBJECT: Functions of the Department of Defense and Its Major Components

- References: (a) DoD Directive 5100.1, subject as above, September 25, 1987 (hereby canceled)
- (b) Title 10, United States Code
 - (c) [DoD Directive 5158.1](#), "Organization of the Joint Chiefs of Staff and Relationships with the Office of the Secretary of Defense," May 1, 1985
 - (d) Title 5, United States Code, Appendix, "Inspector General Act of 1978," as amended
 - (e) through (ae), see enclosure 1

1. REISSUANCE AND PURPOSE

This Directive:

- 1.1. Cancels reference (a).
- 1.2. Promulgates the functions of the Department of Defense and its major components according to 10 U.S.C. (reference (b)).

2. ORGANIZATIONAL RELATIONSHIPS IN THE DEPARTMENT OF DEFENSE

- 2.1. All functions in the Department of Defense and its component agencies are performed under the authority, direction, and control of the Secretary of Defense.
- 2.2. The Department of Defense is composed of the Office of the Secretary of Defense (OSD), the Military Departments, the Chairman of the Joint Chiefs of Staff (JCS), the Combatant Commands, the Inspector General of the Department of Defense,

the Defense Agencies, the DoD Field Activities, and such other offices, agencies, activities and commands established or designated by law, or by the President or by the Secretary of Defense. The functions of the heads of these offices shall be as assigned by the Secretary of Defense according to existing law.

2.2.1. In providing immediate staff assistance and advice to the Secretary of Defense, the OSD and the JCS, though separately identified and organized, function in full coordination and cooperation in accordance with reference (c).

2.2.1.1. The OSD includes the Deputy Secretary of Defense, Under Secretaries of Defense, Director of Defense Research and Engineering, Assistant Secretaries of Defense, Director of Operational Test and Evaluation, General Counsel of the Department of Defense, the Inspector General of the Department of Defense, the Assistants to the Secretary of Defense, the OSD Directors who report directly to the Secretary or Deputy Secretary of Defense, and such other offices and officials established by law or by the Secretary of Defense.

2.2.1.2. The Chairman and the Joint Chiefs of Staff are responsible to the Secretary of Defense for the functions assigned to them. To the extent it does not impair independence in the performance of their duties as members of the Joint Chiefs of Staff, members of the Joint Chiefs of Staff, except the Chairman, shall inform the Secretary of their respective Military Departments regarding military advice rendered as members of the Joint Chiefs of Staff on matters affecting the Military Departments.

2.2.1.3. The Inspector General, Department of Defense, provides staff assistance and advice to the Secretary of Defense according to the responsibilities specified in Public Law 95-452 and DoD Directive 5106.1 (references (d) and (e)).

2.2.2. Each Military Department (the Department of the Navy to include the United States Marine Corps, and the United States Coast Guard when transferred according to sections 2, 3, and 145 of reference (f)) shall be separately organized under its own Secretary and shall function under the authority, direction, and control of the Secretary of Defense. Orders to the Military Departments shall be issued through the Secretaries of these Departments, or their designees, by the Secretary of Defense or under authority specifically delegated in writing by the Secretary of Defense or as provided by law.

2.2.2.1. The Secretary of each Military Department, and the civilian employees and members of the Armed Forces under the jurisdiction of the Military Department Secretary, shall cooperate fully with the OSD to achieve efficient administration of the Department of Defense and to carry out effectively the authority, direction, and control of the Secretary of Defense.

2.2.2.2. The Secretary of Defense shall keep the Secretaries of the Military Departments informed with respect to military operations and activities of the Department of Defense that directly affect their respective responsibilities.

2.2.3. The Commanders of the Combatant Commands are responsible to the President and the Secretary of Defense for accomplishing the military missions assigned to them and shall exercise command authority over forces assigned to them as directed by the Secretary of Defense pursuant to section 10 U.S.C. 164 (reference (b)). The operational chain of command runs from the President to the Secretary of Defense to the Commanders of the Combatant Commands. The Chairman, JCS, functions within the chain of command by transmitting to the Commanders of the Combatant Commands the orders of the President or the Secretary of Defense.

2.2.3.1. Orders to such commanders shall be issued by the President or the Secretary of Defense or by the Chairman, JCS, with the authority and direction of the President or the Secretary of Defense.

2.2.3.2. Communications from the President or the Secretary of Defense to the Commanders of the Combatant Commands shall be transmitted through the Chairman, JCS. Communications from the Commanders of the Combatant Commands to the President or the Secretary of Defense shall be transmitted through the Chairman, JCS.

2.2.3.3. Communications in matters of joint interest, addressed to the Commanders of the Combatant Commands by other authority, shall, unless urgent circumstances do not permit, be coordinated with the Chairman, JCS. Information copies of all communications in matters of joint interest between Washington-level offices, agencies, activities and commands and the Combatant Commands shall be provided to the Chairman, JCS.

2.2.3.4. Subject to the authority, direction, and control of the Secretary of Defense, the Chairman acts as the spokesman for Commanders of the Combatant Commands, especially on the operational requirements of their commands and shall be responsible for overseeing the activities of the Combatant Commands. The President

and the Secretary of Defense may assign other duties to the Chairman to assist the President and the Secretary of Defense in performing their command functions.

3. FUNCTIONS OF THE DEPARTMENT OF DEFENSE

As prescribed by higher authority, the Department of Defense shall maintain and employ Armed Forces to:

3.1. Support and defend the Constitution of the United States against all enemies, foreign and domestic.

3.2. Ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest.

3.3. Uphold and advance the national policies and interests of the United States.

4. FUNCTIONS OF THE JOINT CHIEFS OF STAFF

The JCS, consisting of the Chairman; the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Commandant of the Marine Corps, and supported by the Joint Staff, constitute the immediate military staff of the Secretary of Defense.

4.1. The Chairman, JCS is the principal military advisor to the President, the National Security Council (NSC), and the Secretary of Defense. Subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman shall be responsible for the following principal functions:

4.1.1. To advise and assist the Secretary of Defense on the preparation of annual policy guidance for the Heads of the DoD Components for the preparation and review of program recommendations and budget proposals.

4.1.2. To advise the Secretary of Defense on the preparation of policy guidance for the preparation and review of contingency plans.

4.1.3. To assist the President and the Secretary of Defense in providing for the strategic direction of the Armed Forces, including the direction of operations conducted by the Commanders of the Combatant Commands.

4.1.4. To prepare strategic plans, including plans that conform with resource levels projected by the Secretary of Defense to be available for the period of time for which the plans are to be effective.

4.1.5. To prepare joint logistic and mobility plans to support those strategic plans and recommend the assignment of logistics and mobility responsibilities to the Armed Forces in accordance with those logistic and mobility plans.

4.1.6. To prepare military strategy and assessments of the associated risks. These will include the following:

4.1.6.1. A military strategy to support national objectives within policy and resource-level guidance provided by the Secretary of Defense. Such strategy shall include broad military options prepared by the Chairman with the advice of the JCS and the Commanders of the Combatant Commands.

4.1.6.2. Net assessments to determine the capabilities of the Armed Forces of the United States and its allies as compared to those of possible adversaries.

4.1.7. To provide for the preparation and review of contingency plans that conform to policy guidance from the President and the Secretary of Defense.

4.1.8. To prepare joint logistics and mobility plans to support those contingency plans and recommend the assignment of logistic and mobility responsibilities to the Armed Forces in accordance with those logistic and mobility plans.

4.1.9. To advise the Secretary of Defense on critical deficiencies and strengths in force capabilities (including manpower, logistic, and mobility support) identified during the preparation and review of contingency plans, and assess the effect of such deficiencies and strengths on meeting national security objectives and policy and on strategic plans.

4.1.10. After consultation with the Commanders of the Combatant Commands, to establish and maintain a uniform system for evaluating the preparedness of each Combatant Command to carry out missions assigned to the command.

4.1.11. To advise the Secretary of Defense on the priorities of the requirements, especially operational requirements, identified by the Commanders of the Combatant Commands.

4.1.12. To advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of the Military Departments and other Components of the Department of Defense conform with the priorities established in strategic plans and with the priorities established for requirements of the Commanders of the Combatant Commands.

4.1.13. To submit to the Secretary of Defense, when deemed necessary, alternative program recommendations and budget proposals within projected resource levels and guidance provided by the Secretary of Defense, to achieve greater conformance with the priorities established in strategic plans and with the priorities for the requirements of the Commanders of the Combatant Commands.

4.1.14. To recommend budget proposals, pursuant to guidance of the Secretary of Defense, for activities of each Combatant Command, as appropriate. Activities for which funding may be requested include:

4.1.14.1. Joint Exercises.

4.1.14.2. Force Training.

4.1.14.3. Contingencies.

4.1.14.4. Selected Operations.

4.1.15. To advise the Secretary of Defense on the extent to which the major programs and policies of the Armed Forces in the area of manpower conform with strategic plans.

4.1.16. To assess military requirements for defense acquisition programs.

4.1.17. To develop and establish doctrine for all aspects of the joint employment of the Armed Forces.

4.1.18. To formulate policies for coordinating the military education and training of members of the Armed Forces.

4.1.19. To provide for representation of the United States on the Military Staff Committee of the United Nations in accordance with the Charter of the United Nations.

4.1.20. To submit to the Secretary of Defense, not less than once every 3 years, a report containing such recommendations for changes in the assignment of functions (roles and missions) to the Armed Forces as the Chairman considers necessary to achieve maximum effectiveness of the Armed Forces.

4.1.21. To prescribe the duties and functions of the Vice Chairman, JCS, subject to approval of the Secretary of Defense.

4.1.22. To exercise exclusive direction of the Joint Staff.

4.1.23. To attend and participate in meetings of the NSC subject to the direction of the President.

4.1.24. To advise and assist the President and the Secretary of Defense on establishing Combatant Commands to perform military missions and on prescribing the force structure of those commands.

4.1.25. Periodically, not less than every 2 years, to review the missions, responsibilities (including geographic boundaries), and force structure of each Combatant Command; and recommend to the President through the Secretary of Defense, any changes to missions, responsibilities, and force structure, as may be necessary.

4.1.26. To transmit communications between the President or the Secretary of Defense and the Commanders of the Combatant Commands, as directed by the President.

4.1.27. To perform duties, as assigned by the President or the Secretary of Defense, to assist the President and the Secretary of Defense in performing their command function.

4.1.28. To oversee the activities of the Combatant Commands.

4.1.29. To advise the Secretary of Defense on whether a Commander of a Combatant Command has sufficient authority, direction, and control over the commands and forces assigned to the command to exercise effective command of those commands and forces.

4.1.30. To advise and assist the Secretary of Defense on measures to provide for the administration and support of forces assigned to each Combatant Command.

4.1.31. To advise the Secretary of Defense on whether aspects of the administration and support necessary for the accomplishment of missions should be assigned to the Commander of a Combatant Command.

4.1.32. To serve as the spokesman for Commanders of the Combatant Commands, especially on the operational requirements of their commands.

4.1.33. To provide overall supervision of those Defense Agencies and DoD Field Activities that the Secretary of Defense has designated the Chairman, JCS to oversee. Perform such other functions with respect to the Defense Agencies and DoD Field Activities as assigned by the Secretary of Defense.

4.1.34. Periodically, not less than every 2 years, to report to the Secretary of Defense on the responsiveness and readiness of designated combat-support agencies.

4.1.35. To provide for the participation of combat-support agencies in joint training exercises, assess their performance, and take steps to provide for changes to improve their performance.

4.1.36. To develop, in consultation with the director of each combat-support agency, and maintain a uniform readiness reporting system for combat-support agencies.

4.1.37. To advise and assist the Secretary of Defense on the periodic review and revision of the curriculum of each professional military education school to enhance the education and training of officers in joint matters.

4.1.38. To review the reports of selection boards that consider for promotion officers serving, or having served, in joint duty assignments according to guidelines furnished by the Secretary of Defense and return the reports with determinations and comments to the Secretary of the appropriate Military Department.

4.1.39. To advise the Secretary of Defense on the establishment of career guidelines for officers with the joint specialty.

4.1.40. To submit to the Secretary of Defense an evaluation of the joint duty performance of officers recommended for an initial appointment to the grade of lieutenant general or vice admiral, or initial appointment as general or admiral.

4.1.41. To promulgate JCS publications to provide military guidance for joint activities of the Armed Forces.

4.1.42. To review the plans and programs of the Commanders of the Combatant Commands to determine their adequacy and feasibility for the performance of assigned missions.

4.1.43. To provide military guidance for use by the Military Departments, the Military Services, and the Defense Agencies in the preparation of their respective detailed plans.

4.1.44. To participate, as directed, in the preparation of combined plans for military action in conjunction with the Armed Forces of other nations.

4.1.45. To determine the headquarters support, such as facilities, personnel, and communications, required by the Combatant Commands, and recommend the assignment to the Military Departments of the responsibilities for providing such support.

4.1.46. To prepare and submit to the Secretary of Defense, for information and consideration, general strategic guidance for the development of industrial and manpower mobilization programs.

4.1.47. To prepare and submit to the Secretary of Defense military guidance for use in the development of military aid programs and other actions relating to foreign military forces.

4.1.48. To formulate policies for the joint training of the Armed Forces.

4.1.49. To assess joint military requirements for command, control, and communications; recommend improvements; and provide guidance on aspects that relate to the conduct of joint operations.

4.1.50. To prepare and submit to the Secretary of Defense, for information and consideration in connection with the preparation of budgets, statements of military requirements based upon U.S. strategic war plans. These statements of requirements shall include tasks, priority of tasks, force requirements, and general strategic guidance for developing military installations and bases, and for equipping and maintaining military forces.

4.1.51. In carrying out his functions, duties, and responsibilities, the Chairman, JCS, shall, as considered appropriate, consult with and seek the advice of the other members of the JCS and the Commanders of the Combatant Commands.

4.1.52. To perform such other duties as the President or the Secretary of Defense may prescribe.

4.2. The other members of the JCS are military advisers to the President, the NSC, and the Secretary of Defense, as specified below:

4.2.1. A member of the JCS may submit to the Chairman advice or an opinion in disagreement with, or in addition to, the advice or opinion presented by the Chairman. If a member submits such advice or opinion, the Chairman shall present that advice or opinion to the President, Secretary of Defense, or NSC at the same time that he presents his own advice. The Chairman shall also, as he considers appropriate, inform the President, the NSC, or the Secretary of Defense of the range of military advice and opinion with respect to any matter.

4.2.2. The members of the JCS, individually or collectively, in their capacity as military advisers, shall provide advice to the President, the NSC, or the Secretary of Defense on a particular matter when the President, the NSC, or the Secretary of Defense requests such advice.

4.3. The Vice Chairman of the JCS shall perform such duties as may be prescribed by the Chairman with the approval of the Secretary of Defense. When there is a vacancy in the Office of the Chairman or in the absence or disability of the Chairman, the Vice Chairman acts as Chairman and performs the duties of the Chairman until a successor is appointed or the absence or disability ceases.

5. FUNCTIONS OF THE COMBATANT COMMANDERS

5.1. Unless otherwise directed by the President or the Secretary of Defense, the authority, direction, and control of the Commander of a Combatant Command with respect to the commands and forces assigned to that command include the following command functions:

5.1.1. To give authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics;

5.1.2. To prescribe the chain of command to the commands and forces within the command;

5.1.3. To organize commands and forces within that command as he considers necessary to carry out missions assigned to the command;

5.1.4. To employ forces within that command as he considers necessary to carry out missions assigned to the command;

5.1.5. To assign command functions to subordinate commanders;

5.1.6. To coordinate and approve those aspects of administration, support (including control of resources and equipment, internal organization, and training), and discipline necessary to carry out missions assigned to the command; and

5.1.7. To exercise the authority with respect to selecting subordinate commanders, selecting combatant command staff, suspending subordinates, and convening courts-martial, as provided in 10 U.S.C. (reference (b)).

5.2. If a Commander of a Combatant Command at any time considers his authority, direction, or control with respect to any of the commands or forces assigned to the command to be insufficient to command effectively, the commander shall promptly inform the Secretary of Defense.

5.3. Unless otherwise directed by the President or the Secretary of the Defense, Commanders of the Combatant Commands exercise authority over subordinate commanders as follows:

5.3.1. Commanders of commands and forces assigned to a Combatant Command are under the authority, direction, and control of, and are responsible to, the Commander of the Combatant Command on all matters for which the Commander of the Combatant Command has been assigned authority under paragraph 5.1., above;

5.3.2. The Commander of a command or force referred to in subparagraph 5.3.1., above, shall communicate with other elements of the Department of Defense on any matter for which the Commander of the Combatant Command has been assigned authority under paragraph 5.1. according to procedures, if any, established by the Commander of the Combatant Command;

5.3.3. Other elements of the Department of Defense shall communicate, with the Commander of a command or force referred to in subparagraph 5.3.1. on any matter for which the Commander of the Combatant Command has been assigned authority under paragraph 5.1., above, according to procedures, if any, established by the Commander of the Combatant Command; and

5.3.4. If directed by the Commander of the Combatant Command, the Commander of a command or force referred to in subparagraph 5.3.1. shall advise the Commander of the Combatant Command of all communications to and from other elements of the Department of Defense on any matter for which the Commander of the Combatant Command has not been assigned authority under paragraph 5.1.

6. FUNCTIONS OF THE MILITARY DEPARTMENTS

6.1. The chain of command for purposes other than the operational direction of Combatant Commands runs from the President to the Secretary of Defense to the Secretaries of the Military Departments to the Commanders of Military Service forces.

6.2. Subject to the authority, direction, and control of the Secretary of Defense, the Secretaries of the Military Departments are responsible for, and have the authority necessary to conduct, all affairs of their respective Departments, including the following:

- 6.2.1. Recruiting.
- 6.2.2. Organizing.
- 6.2.3. Supplying.
- 6.2.4. Equipping (including research and development).
- 6.2.5. Training.
- 6.2.6. Servicing.
- 6.2.7. Mobilizing.
- 6.2.8. Demobilizing.
- 6.2.9. Administering (including the morale and welfare of personnel).
- 6.2.10. Maintaining.
- 6.2.11. The construction, outfitting, and repairs of military equipment.